MARCH, 1958 2s. 3d.

Personnel Management & Methods

WELFARE · SAFETY · HEALTH · CANTEEN · EFFICIENCY AIDS

British and American Canteens compared
(see page 30)

★

The Small Firm Needs a Personnel Policy Too
(see page 21)

★

The Unions Face an Educational Dilemma
(see page 26)

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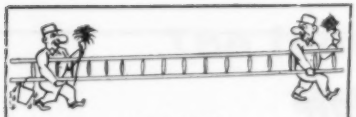

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MARCH 1958

▶ POINT-COUNTER-POINT 15

▶ PERSONNEL POLICY FOR THE SMALL FIRM — David Judge 21
An I.P.M. broadsheet urges every small firm to work out a clearly defined personnel policy

▶ SAFETY TEAMWORK REDUCES ACCIDENTS — Staff Writer 23
Case history of a Midlands factory which has introduced a novel way of teaching safety

▶ STATE OF THE UNIONS — Insider 25
A trade unionist discusses recent events in the industrial disputes arena. First of a new feature

▶ UNIONS FACE EDUCATIONAL DILEMMA — John Wellens 26
The trade unions, maintains the writer, are losing the best products of our educational system

▶ AMERICAN CANTEENS HAVE THE EDGE ON OURS — Ada Paskind 30
A U.S.A. journalist compares American and British canteens and tells why her own are better

▶ APPARATUS OF MODERN WELFARE — Safety Officer 37
A guide to protective clothing and overalls. Properties of natural and synthetic fibres.

▶ HOW TO CIVILIZE A COMMITTEE — Discussion Leader 40
A new concept of committee structure allows for a task leader and a social leader

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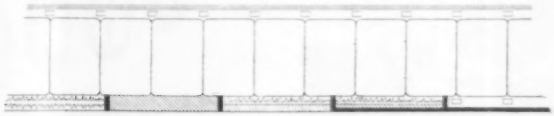

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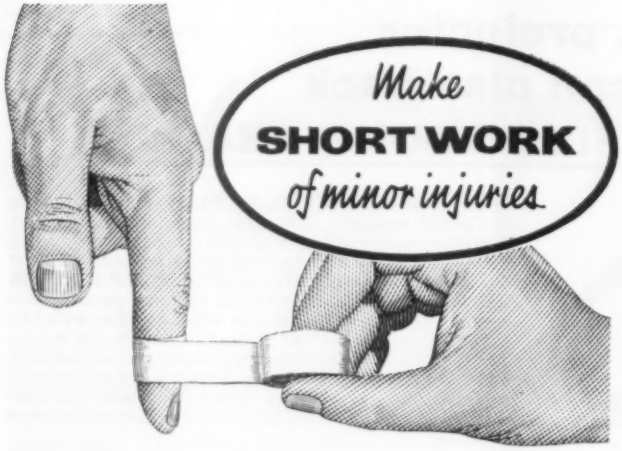

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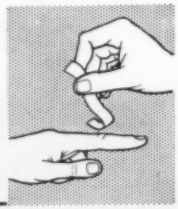

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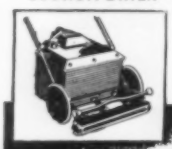

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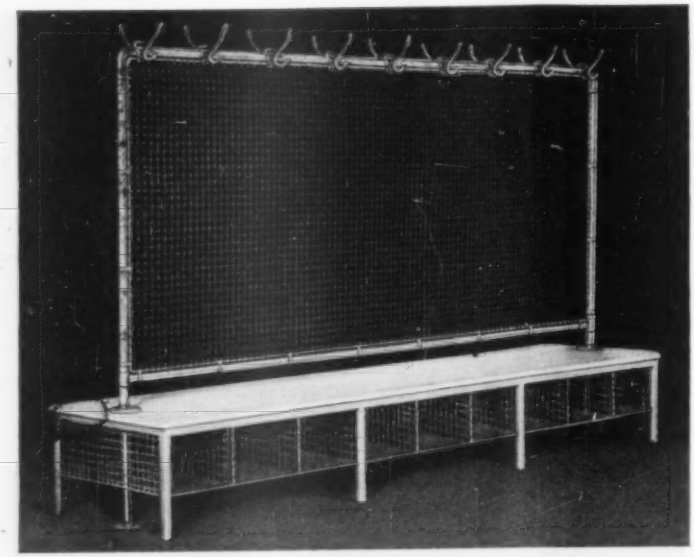

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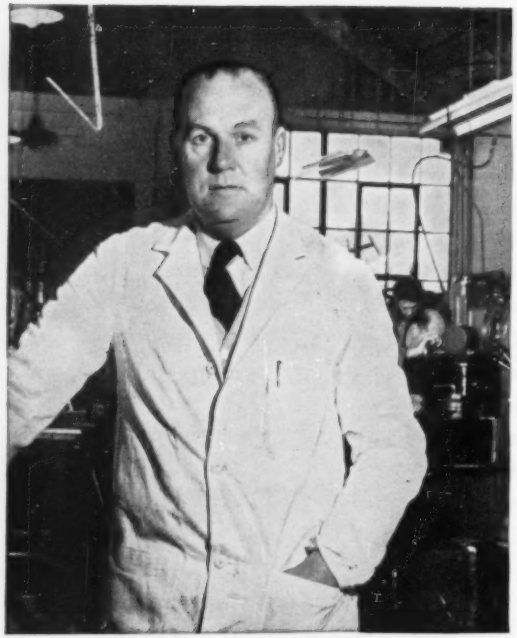

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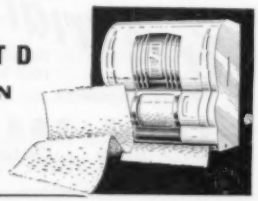

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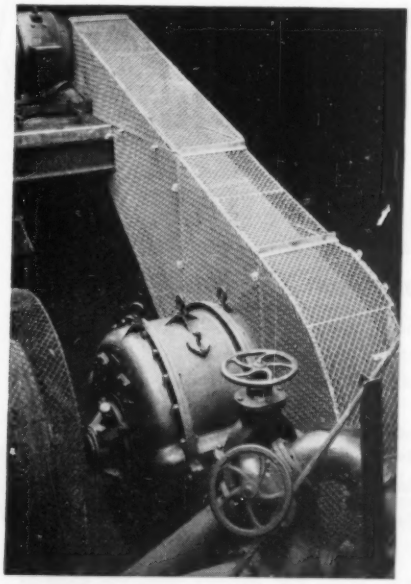

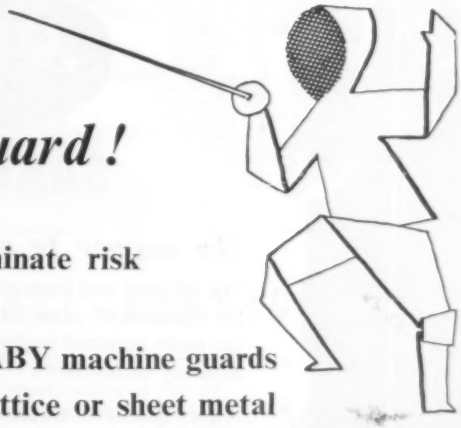

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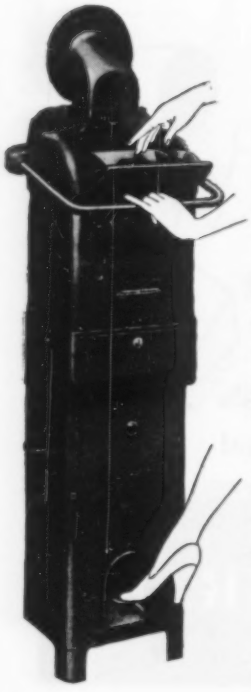

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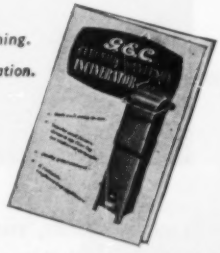

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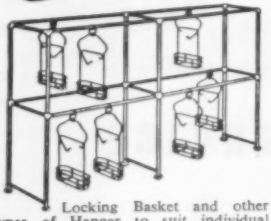

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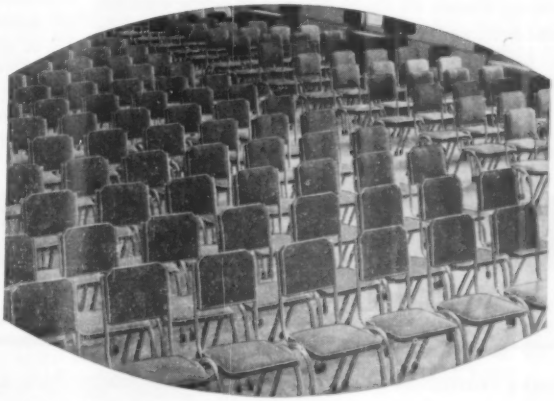

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Point Counter Point

Providence and Mr. Diebold

"MANAGEMENT is still pursuing the will-o-the-wisp of labour savings as the principal justification for the computer in business. Very few computers in the States vaguely begin to pay for themselves in terms of labour savings. If, in the end, you don't make major cuts in personnel when introducing a computer, for goodness sake don't talk beforehand as if you were going to".

This piece of advice is rather along the lines of hatching your chickens after they are counted, yet it makes a point which industrial management should find well worth the taking.

The words are those of John Diebold, head of America's largest consultancy firm specialising in automatic data processing. They are taken from a speech with which he opened a five-day course on computer installation in London recently. Some 75 managers attended this course (which was run in co-operation with the British Institute of Management) representing most of the bigger names in British industry and commerce, and a fair selection of the smaller.

At the age of 26, Mr. Diebold published the first book forecasting the social and economic consequences of automation and the prospect of the "five-day week-end". As a result *The New York Herald-Tribune* dubbed him "the elder statesman of automation". Now approaching 32, he still belies the first part of that tag. He looks dedicated, but there is no trace of the mogul one would expect. When one reporter asked him what he talked about when he wasn't talking computers, he paused and then asked his secretary.

"Elder statesman of automation"

Statesmanship, however, is his forte. He could well become the darling of the office workers unions by scotching yet another redundancy myth. But that is not his intention: his cause is the cause of business. He is anxious that American management should admit the expensive mistakes of the past, made in the name of automation.

With more than 1,000 computers in actual operation in the States he finds the record of accomplishment "far from brilliant", and he is particularly critical of firms who use a computer for specific operations like the pay-roll. More important, he wants British and European management to learn from these mistakes, the most serious being that the machine is "the answer to the personnel manager's prayer because it never makes a mistake or gets a headache in the middle of the afternoon or leaves its department to get married".

"It is important", he stressed at the London course, "that your management recognise that they are going to have to take on new people. Business and industry are going to have to take responsibility for the most colossal job of training and education they have ever faced".

Training in the use of computers to solve management problems is, of course, Mr. Diebold's bread and butter. But his advice is probably the most valuable piece of bread-and-butter thinking to come management's way since the word "automation" was first lionised. Computer installations in this country still represent a mere handful when compared with American achievements, but we can draw comfort from the realisation that our lack of haste is more than compensated for by our chance to put this development in its true perspective. For this we can thank Providence and Mr. John Diebold.

Works Commandos

A WORD rapidly coming into favour these days with those who write for a living is "hindsight". It means, of course,

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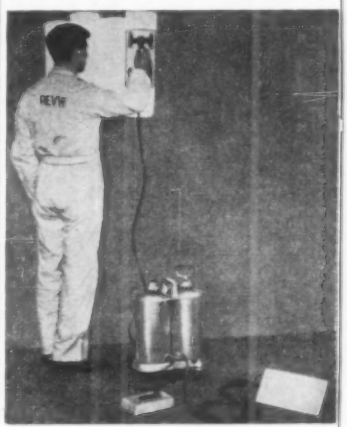

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(By courtesy of 600 Magazine—The House Journal of the George Cohen 600 Group Limited.)

the faculty by which one becomes wise after the event.

This, anyhow, describes my reaction when I read that the Yorkshire Copper Works at Leeds had built up a special corps of workers to take over any production job at a moment's notice. The scheme began with the recruitment of a few men able to deputise on key jobs and has since proved so successful that there are now over 60 men in this *corps d'elite*. In the works proper they are known as "special substitutes"—a surprisingly dreary term from a firm which has shown great imagination in developing this idea.

Recruitment is made from a waiting list of workers, most of them under 35 years of age. They are expected to take on the job for at least two years; they must be fit, very adaptable and intelligent and be prepared to change shifts or go from day to night work.

During a probationary period of six weeks, they are switched from job to job as often as possible to test their abilities, and progress is watched by two supervisors in charge of the team who receive reports on their work from departmental supervisors. Successful men are given an extended period of training and are afterwards expected to be able to operate a variety of machines from capstan lathes to swagers, to work any type of crane or to drive vehicles—in short to be a jack of all trades and master of them at the same time.

The order of jobs is decided according to priority needs and even outside experience may be pressed into service; for instance, a man who formerly worked in a bakery was asked to deputise for a baker in the canteen.

These "works commandos" are paid a guaranteed minimum wage or the rate for the job they happen to be on (whichever is the greater) and have been assured of special consideration in the event of redundancy in the works. Moreover, if after some years a man wishes to go back on a routine job, there will be a wide choice for him in the factory.

The corps members have set themselves high standards and are, of course, very much valued by the firm. They have their own discussion group which meets regularly to discuss industrial problems and plans.

But to return to hindsight. Why haven't more firms thought of this long since? The advantages of incentive, pride in one's skill, in setting up a healthy competitive atmosphere and getting a job done in time are so obvious. Luckily, this is one case where it is never too late to start.

Tee and Sympathy

IN 1915 a lady named Sarah Norcliffe Cleghorn published a poem of protest that clutched at the heart of every right-thinking American. It ran:—

The golf links lie so near the mill
That almost every day
The laboring children can look out
And watch the men at play.

Now in 1957 comes a report from the National Golf Foundation that the golf links do indeed lie close to the mills. Some 87, in fact, were built by U.S. corporations for the use of their employees at nominal fees (rarely exceeding 1.50 dollars a month). Altogether, the N.G.F. reports, there are some 22,500 business organisations that include golf in their company-supported recreation programs, and industrial golfers now outnumber private country-club players by a good margin. Often in the cool of the evening, no doubt, late-working executives can look out of the window and watch the men at play. —*Fortune*.

Theory and Practice

A LITTLE pamphlet on office productivity has been published by the Bristol and Bath Productivity Association. Though it gives little or no ideas or tips on how to make office work more efficient, the pamphlet is of interest and importance in that it contains much common-sense thinking.

It recommends that office managers

BLICK

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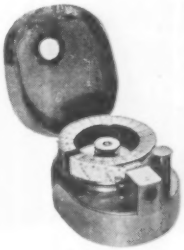

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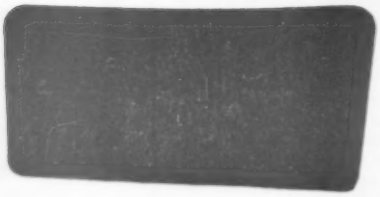

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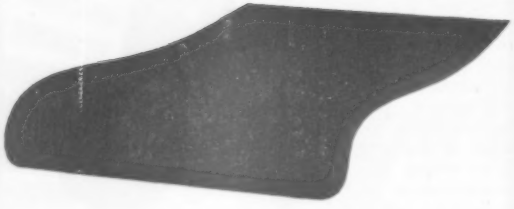

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should ask themselves two questions about work in their departments. First, does the job need to be done at all? Second, are there any jobs which the office is not doing but which it should do in the interests of the organisation as a whole?

So far as the first question is concerned, Marks & Spencer's have provided a case history *par excellence*. It will be recalled that they recently announced price cuts in some of their food and clothing items as a result of streamlining many of their old methods of planning and distribution. And one of the most important changes has been at Head Office where paper work has been reduced to a bare minimum by scrapping some 18 million forms which each year used up about 80 tons of paper.

Other changes made by the firm are worth mentioning too. Local managers have been given greater freedom to use their own initiative and, in a variety of ways, the staff have been shown that they are trusted. For example, clocking on and off has been abolished, and store rooms for food and clothes are no longer kept locked.

A Great Personnel Manager

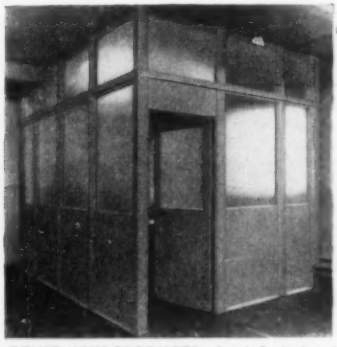
THE appalling decimation of Manchester United in the Munich air disaster has focused attention on Mr. Matt Busby, the team's manager, who, as I write, is happily out of danger.

A point not often considered is that a football team manager is essentially a personnel manager. To the exclusion of almost all other executive tasks, his job is to recruit, to train, to select and to make the often agonising decisions involved in picking a team. He has to deal with temperament (no easy matter when the subject may be a national idol) and he has to understand and assess the complicated reasons for loss of form. He has to drop heroes of a few Saturdays ago yet retain their loyalty, and to fortify and encourage others whose self-confidence has been torn to shreds. On top of all this, he has to be expert in publicity and community relations—for at district level few things inspire so much mass emotion as the local football team.

In all these matters Matt Busby has shown himself without peer. Though the team he built has been tragically cut down and destroyed in its high noon, the tens of thousands who had the privilege of seeing Manchester United play will remember them not as some almost inhumanly efficient machine but as a group of men working with beauty towards a common end (I almost wrote "goal"). Yet within this group there was scope for the individualism of each player. The personality and brilliance of each will be remembered almost as poignantly as the glory of the unit as a whole.

Teamwork without inhibiting the individual! How many personnel managers in, admittedly, more humdrum circumstances have sought the same formula! It is to be hoped that Matt Busby will be able to repeat his former achievement. It is also to be hoped that some time in the future a book about his work and methods is published. It would be something, I am sure, from which we could all profit.

THE EDITOR



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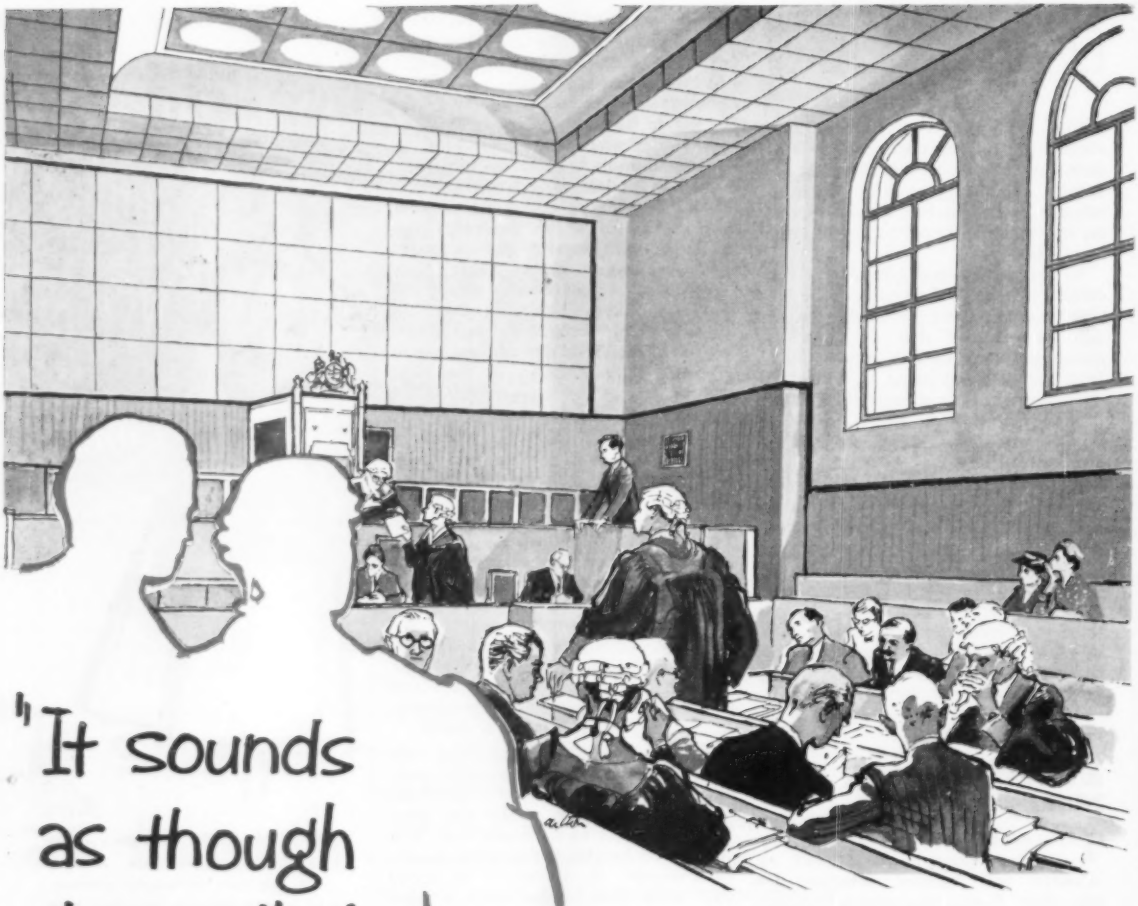

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The Small Firm Also Needs a Clearly Defined Personnel Policy

By DAVID JUDGE

Welfare is very important, but P.M. advisers tell small concerns that there is more than this to personnel management

THOUGH it is considered unethical in professional circles to tout for business, the director of a small firm might be excused if he thought this latest broadsheet* from the Institute of Personnel Management was just another attempt to sell him a personnel manager. But he would be wrong if he dismissed it on these grounds.

First, his company, however small it may be, belongs to a very significant section of British industry. For the purposes of this report, brochure, call it what you will, the term "small firm" is defined as one employing less than 500 workers. Since firms with between 11 and 499 employees form 95 per cent of all industrial establishments in this country (and employ 52 per cent of all industrial workers) their relations with their staff, good or bad, can have a marked effect upon the national economy.

Secondly, there is no studied attempt anywhere in this broadsheet to sell a personnel manager, as such. It is rather a strong and deeply considered plea for personnel management as an organised policy within the framework of the small firm. Both its authors have had experience in industry as personnel officers. They are at present personnel management advisers at the Ministry of Labour, and though they make it clear that they are expressing their own personal views on the subject, and not necessarily those of the Ministry, it would be disappointing if the Ministry could not unbend for a moment and give it its blessing.

One of the crosses the personnel manager has to grin and bear, is the general tendency to sum up his work as "to do with employee welfare". This is a tendency found inside industry almost as much as outside. Fundamentally there is a great truth contained there, for any species of personnel work springs from a basic respect of the worker as an individual.

The point is well made in the broadsheet and later developed: "*A concern for the well-being of employees is desirable . . . because the worker is a human being who brings his troubles with him to work and who requires good food, good companionship and freedom from fear of insecurity*".

But if this were all there was to personnel management the average small firm would be in a happy position. A recent publication on employee catering cites an example of managerial philanthropy way back in the 16th century when the owner of a clothing factory feasted his workmen on a whole ox. No doubt similar examples (a little less ambitious, perhaps) can be found in the histories of many small companies, especially family concerns. Most small firms are conscious of the need for decent toilet accommodation, works outings, adequate lighting. Some take great pride in a new welfare scheme or installation, costing a great deal of money, then wonder why their workers are critical and even abusive.

It might be said that the road to industrial chaos is paved with good intentions. And though the authors show no desire to minimise these intentions or their effects on employees' well-being, this warning underlies much of the broadsheet.

Certainly the small firm has a number of initial advantages over the large organisation. First, there is far more scope for personal contact between the boss and the worker: many small directors boast that they know the Christian names of every man they employ. Moreover, there is far less likelihood for the "we/they" complex to develop in the employees' attitude to the company.

Secondly the man employed by a small concern appreciates more easily and clearly the significance of his efforts in the sum total of the firm's activities —an added incentive to increased productivity.

And one important advantage is the speed with which the small firm is able to settle its workers' grievances. Complaints and disputes can be referred quickly to the head of the firm, and

* *Personnel Management in the Small Firm* by J. M. Collingridge and M. Ritchie. 4s. 6d. Institute of Personnel Management, 80 Fetter Lane, London, E.C.4.

probably top management is more keenly aware of the effect which its decisions may have upon the man at the bench.

Having read this far, about nine pages of the broadsheet, the small director will probably ask, "That's very true, and doesn't it prove that the last thing I need is personnel management?" Not a bit. These advantages have to be weighed against certain difficulties which even the most well-disposed small firm will encounter sooner or later.

Full employment, a wider choice of work in the same area and the consequent need to recruit workers who lack knowledge of and respect for the traditions of the family concern which may date back a hundred years, all these plus the rapid and radical changes which are forced upon industry by the new production processes, have already proved that goodwill and personal contact are just not enough. The human element is not infallible and however willing the boss may be to listen to everyone's troubles, that "ever-open door" may sometimes be temporarily closed by an urgent production problem just when a grievance is clamouring to be heard.

If this argument seems too hypothetical, the authors delve into sociology for another. Paternalism, they argue, is a dying force in human relations; dying, that is, in the workers' estimation. There is a marked growing self-dependence and sense of individual responsibility amongst today's working population, and the authors ask, "is not the provision of such basic requirements as good training and promotion policies more important to the worker than a generous supply of 'Welfare'?"

If the director of the small firm answers this question in the affirmative, his thought should logically turn to other "basic requirements" of a personnel policy. To save him groping in the dark, the authors have given a detailed list of personnel functions, illustrated with case histories of how other small firms solved their own problems.

Many have already found that two of these functions—training and health—are effectively and economically performed by collective effort. The pioneer industrial health schemes at Slough and Harlow, for instance, have brought to a number of small firms medical services which rival those of the most ambitious large company; while in the training field, joint schemes such as the Engineering Industries Association Group Apprenticeship scheme (E.I.A.G.A.), or the commercial apprenticeship scheme sponsored by the Association of British Chambers of Commerce, are part of a nation-wide drive to bring a comprehensive training programme within the financial scope of small employer. The Ministry's T.W.I. "Job Instruction" courses are helping to train foremen and supervisors as instructors, and, of course, there are a wide variety of training courses for managers.

And Of Course Communication

As for the other functions of personnel management, policies of employment and recruitment, wages and employee services are for the most part individual problems. Yet even when these policies are formulated and set in motion, there is still the question of relaying them down the line to the man at the bench. Without effective communications all other personnel functions would be lost in a whirlpool of confusion and misunderstanding.

Examples are given in the broadsheet of firms which use techniques like employee meetings, informal discussions or written information in the form of newsletters or works journals. A word on the house magazine is particularly welcome here, since it is a medium which could be exploited far more than many people will admit. It need not be costly. To quote the broadsheet: "In a factory employing 250 a printed cover is used, containing stencilled contents; the cost of production is consequently greatly reduced. The firm has been remarkably successful in obtaining contributions from employees."

The director of a small firm may think joint consultative committees are unnecessary, but in the authors' experience, wherever they have been tried (in small units as well as large) and wherever management has taken prompt and appropriate action on the matters raised, they have built up employee confidence in the firm.

Much of these functions of personnel management, however, are, to some extent, embroideries upon the prime and vital requisite of a planned, consistent and fair policy. Some small managers may have other views on the efficacy of work study, long-service awards, sick-pay schemes. Yet this merely proves the authors' point that "whatever the personnel policy, administration and practice adopted, it must be tailor-made to suit the particular company".

(It is appropriate to mention here that the specialist advice on personnel practice offered by the Institute of Personnel Management is not denied to the small firm just because it prefers not to appoint a personnel officer. Managers in small units can keep themselves informed and up-to-date in personnel management matters simply by joining the Institute as Individual Service Subscribers.)

It is interesting to read that appointments of personnel officers are increasingly common in firms employing over

MADE TO MEASURE

These four firms planned their personnel policies around an existing executive structure. Here is how responsibilities were divided.

Firm A—Factory—300 employees

Director:	*trade union matters, consultation and wage policy*
Works Manager:	*employment, training and safety*
Nurse or First Aider:	*first aid and hygiene, welfare and personal difficulties*

Firm B—Factory—180 employees

Director:	*wages, consultation and statutory obligations*
Works Engineer:	*safety and training*
Senior Clerk:	*employment and welfare*

Firm C—Retail Store—80 employees

Office Supervisor:	*employment and welfare*
Merchandise Manager:	*training, wages and communications*

Firm D—Office—150 employees

Company Secretary:	*training, welfare schemes, salaries and communications*
Personal Assistant to Company Secretary:	*employment, individual welfare*

300 people. This question of company size is seen as a strong influence in the decision, while running a close second are the internal difficulties which have been created, or at least aggravated, by post-war industrial development.

The authors have analysed these difficulties into five major circumstances where a personnel manager could be a useful innovation:—

1. **Employment problems** — labour scarcity, high turnover, absenteeism;

2. **Problems of growth**—as the firm expands management may lose its previous close contact with its employees, thereby creating fresh problems of recruitment, training, wages structure, health, safety and general requirements of the Factories Acts, and, of course, communications;

3. **Change in production methods and processes** which may well arouse a sense of insecurity amongst the workers, as well as creating problems of safety, training and recruitment;

4. **Changes in management structure,** in particular a change from personal to planned management;

5. **Problems of morale,** not necessarily associated with the previous circumstances.

Status and Salary

A welcome plea is made in this chapter of the broadsheet for a carefully weighed decision upon the personnel manager's status and salary. Whether he is appointed as one of the firm's executive team or simply as a personal assistant to the works or general manager, he is part of management. The workers, at any rate, will see him as such, so it will only add to the confusion if the management treats him as a kind of sanctified shop steward.

How the newly-appointed personnel officer sees himself, however, will depend largely upon what the firm pays him for the job. If we may mix our metaphors for a moment, there is no excuse for treating the personnel manager as the work's Cinderella. There was no excuse, for instance, for the mistake made by the directors of a clothing firm who were doubtful of the virtues of "personnel management" mainly on the grounds of the service they had received from their welfare officer.

They paid her a weekly wage which was less than the rate for adult women operatives.

Information on salary scales can be obtained from the IPM or from the Personnel Management Advisory Service at the Ministry of Labour. In its report on salaries paid to personnel managers, published a few months ago, the Institute gave a guiding figure. The median salary paid to a single-handed personnel officer in a small company (responsible for the day-to-day administration of the whole department either advising the board on personnel policy or carrying out a policy decided by the director, and responsible to the managing director or works manager) was £977 for men and £615 for women.

At the same time, if the personnel manager is to receive a good salary it would be a pity if he had to waste his time on clerical duties. Very pertinently the broadsheet suggests providing him with a secretary. To deny him this would be to ask for effective personnel relations on the cheap. If that is what the small firm wants, its directors need not read this booklet. As the authors emphasise in their final sentence, a high standard of personnel relations "is the result and reward of many years of planning and effort".

Safety Teamwork Knocks Spots Off Accident Rate

A well aimed right to the jaw and down go the injury figures. Dominoes teach the lesson of safe working in this firm where safety is everybody's business

A YEAR ago Mr. Towner M. Smith, director of Alfred Bird & Sons Ltd., promised his entire Birmingham staff a free lunch, on one condition—that they went through 1957 without a single "lost time" accident in their two factories. Early in January they held him to that promise. The works were closed down for the afternoon and nearly 700 workers, supervisors and managers sat down in Birmingham's vast Tower Ballroom to a tasty reward for a job well done and a bargain faithfully kept.

The size of the achievement is apparent from a glance at the numbers involved. How it was done—how 700 people spent a whole working year without losing one complete shift—deserves a closer look. One clue was evident in the way the ballroom was decorated for the occasion, not with streamers but with symbols (the firm prefers not to call them "gimmicks") of the works safety campaign.

On either side of the hall stood two totem poles of white illuminated bowls. These are normally placed at the works entrances. Each of the bowls has a face painted on it, and represents one of the eight main departments. As soon as an accident occurs a red lamp is substituted for the white one in the respective bowl, while at the bottom a notice asks, "Whose face is red?"

Flanking the ballroom and aptly dominating the scene were the outsize dominoes which are the basis of this safety training programme. They are the five "doubles." Double-five represents injury and the rest run backward to double-one, through the causes of injury—the accident itself, the unsafe acts and conditions which made it happen, back to the human defects of habit and attitude and the worker's background influences and early training.

A booklet entitled *Safety Is In Your Hands*, which is given to every new recruit, explains that if these dominoes are stood on end, in a line, and any one

of them falls the inevitable result is an injury.

To keep the double-five standing, at least one of the dominoes must be taken away. The first two cannot be removed: the worker's background is part of the past, while his habits and attitude will take time to change, depending entirely upon the success of the training programme. But unsafe acts and unsafe working conditions can be checked and removed, so the safety campaign starts there.

The booklet lists all the unsafe acts (acting without authority, horseplay, working on moving or dangerous equipment, etc.) and the unsafe conditions like inadequate guarding and lighting, unsafe clothing and defective tools.

On the alert

Every worker at Bird's is expected to be his own safety inspector, to watch out for any act or condition which might cause an accident; and the booklet makes it plain what he must do if he spots any of these hazards. "Unsafe acts" is shown as a dangerous stream which is crossed only by using three stepping-stones—"telling" (telling his workmate that he is acting dangerously), "instructing" (pointing out why it is dangerous and how to change it) and "following up" (notifying his supervisor so that he can give him fuller instruction).

In the same way "unsafe conditions" are shown as another stream, bridged by the three stepping-stones of "remove or guard," "warn" and "follow up." For supervisors, the latter means taking steps to see that the hazard is permanently removed; for the worker it means once again advising the supervisor of the facts.

Safety is everybody's business. How often do we hear that said? At Bird's, however, they take it for their motto. They have abandoned the concept of safety as the job of a specialist department; they even take safety into the workers' homes with monthly letters. This method has proved much more effective than slipping the messages into pay packets, for the letters are read not just by the employee but by his family, too.

Every month a *safety inspection group* is formed. Its six members come from different departments and from all working grades, and the membership is changed each month to give as many employees as possible a chance to concentrate for a short spell on safety problems. The group has the task of touring the factory and offices singling out any unsafe acts or conditions and recommending appropriate action to the supervisor and the department manager concerned. Major points are referred to the *works safety committee* which meets every month to keep the safety policy under regular review. It comprises the heads of departments under the chairmanship of the works manager.

The frequency with which the word "supervisor" is repeated in the company's booklet, lays emphasis on the special responsibility attached to this level of management. They are the cornerstone of the safety programme and each is held responsible for the safe working of his own section. Ordinary workers receive one hour's safety training when they join the firm, and other one-hour courses at intervals. Supervisors are given 3-hour courses working on case-studies and making safety reports. In addition they receive periodic instruction from local fire officers on the use of extinguishers, operation of the alarm system and evacuation of the premises.

As far as the ordinary workers are concerned, the firm does not attempt to give a complete appreciation of safe working in one hour. The courses are designed simply as introductory and refresher courses. The chief aim is to keep the employee constantly safety-conscious by means of a many-sided publicity campaign. In conjunction with the monthly messages to workers' homes, a fresh set of posters are displayed each month at all vantage points throughout the buildings, *but not in the actual workplaces where they might be a distraction and consequently another hazard.*

Determination

The other half of the company's policy consists of a determination to pursue every aspect of safe working, however small, right to the end. There are some small accidents which will occur; girls on the packing lines often cut their fingers or the cuticles of their nails on the paper, and there is always the risk of scalding from the heat and steam processes used in the manufacture of the firm's jelly products. Even these first-aid accidents are declining, and no one is allowed to forget that it is always possible to work an accident-free shift and then slip on a stairway and break a leg on the way out.

If there is an accident and someone is injured, however slightly, both the works surgery and the supervisor concerned are notified. The injury is treated and the details are set down in the accident book; an inquiry is made and a report is sent to the safety committee.

The managing director is an American: he joined Bird's when the company was acquired by the U.S. General Foods Corporation in 1947. And he thinks there is a lot that British firms can learn from the way things are done across the Atlantic. But he also believes that they can learn a lot from us, and what Bird's have done in the past year is a case in point. Of all the 17 divisions of General Foods Corporation, the Birmingham factories now hold the record for the largest number of staff going accident-free for the longest period.

There is, perhaps, a touch of irony about a company battling to ensure that no working days are lost because of accidents, and then taking off what amounted to nearly 2,800 man hours to celebrate. In 1955 they had 14 accidents. They cost the firm 99 working days. A year later they cut the accident rate to five, and they still lost 96 days. What is the significance? The firm prefers to look deeper than the statistics. "Saving man hours", says Mr. Smith, "is, of course, very important, but there is also the happiness and well-being of our employees to be considered. Let's not forget that".

SAFETY SNAPS

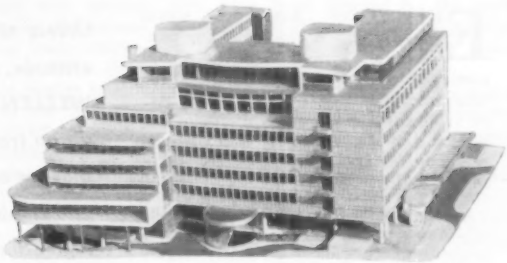
THIS YEAR'S National Industrial Safety Conference, organised by RoSPA, will be held at Scarborough during the week-end of May 9-11. Fees are 6 gns. for members and 8 gns. for non-members. Applications to the Secretary, 52 Grosvenor Gardens, London, S.W.1. Closing date is April 1.

SPECIAL MEASURES for health and safety of men working in compressed air are set out in new regulations published by the Minister of Labour (H.M.S.O., 8d.) First issued in draft form last August, the regulations call for meticulous control and supervision in compression and decompression.

A SAFETY BOOKLET being issued to Aero Research Ltd. employees in their Cambridge factory is brief but to the point. It stresses tidiness at work, care of the eyes and safe handling of chemicals and machinery. Details of procedure in the case of fire or injury are set out vividly and concisely so that no unnecessary mistakes will be made.

A trade unionist looks at

The State of the Unions



Congress House, new TUC headquarters in Great Russell Street, London, is modern and streamlined. Is this a pointer to the future structure and attitude of the trade unions?

No journal which deals with industrial relations can afford to ignore trade union events. At the same time, a monthly publication cannot, of course, deal with these events in the same way as a daily newspaper. This feature, then, which will appear from time to time, intends to analyse happenings in this world. It is written with a welcome freshness and detachment.

" It takes a worryin' man
To sing a worryin' song . . ."

IT is one of those foggy nights which one associates with Dickensian tragedies and Edgar Wallace thrillers. We are sitting round a trestle table at the back of a shop in one of those urban areas which progress has transmuted from a Victorian residential area to a vortex of bed-sitting rooms and untidy gardens. Somewhere outside a crowd of Teddy boys are whistling after a gaggle of giggling girls; inside, we are planning industrial action.

With the possibility of a strike on the horizon, our aim is to organise sympathy and support for the strikers should such an eventuality occur. Unions and political groups are represented at this delegate meeting and, for some obscure reason, the secretary has failed to invite local management. We need duplicated subscription sheets, collecting cans, a public address system and a few thousand " hand-out " leaflets.

When something breaks, the man in the street will mutter curses as he trudges home, newspapers will slant the news for the benefit of the readership, more than a few wives will look at the diminished housekeeping money with unpolitical clarity; as I sit here I ask myself . . . why is this happening? Why?

The answers are not difficult to find. Some of us have seen this coming for a long time. Take a look at the facts that have won banner headlines in the Press: 8,357,000 work-days lost in 1957 due to industrial disputes, that is a 400 per cent rise over the preceding year, redundancy at Saunders Roe, strikes at the British Cycle Corporation works at Smethwick, 6 per cent unemployed in Wales, the bus men wanting another 25s. a week; the list could be extended by further reading of the Press.

In the short run, there are two main factors effecting industrial stability: inflation—hence a falling in real wages —and the Bank Rate with its resultant slow-down in production. Also a subcurrent is present in the changing pattern of defence expenditure with its concomitant redundancies and reorganisations.

Many unionists resist the persistent Governmental exhortations to work harder and to " play the game " because they feel that our industrial ills are man-made by the present set-up and are not the result of economic factors beyond the Government's control. On the other hand, the trade union movement, partly due to mass apathy, tends to slide into the control of minorities who have their own political axes to grind.

Thus situations develop which cause bad industrial relations, because fear, suspicion and past hatreds, cloud future healthy participation.

Here a distinction should be made between what is called in America " Market Unionism " and " Social Unionism ". Briefly, the former denotes a movement strictly concerned with worker-management relations while the latter is political in character. Britain has more social unionism than America, whereas in the States the fundamental structure of the State is rarely challenged.

The amalgam in Britain leads to various types of economic hair-splitting operations, such as the once farcical question of who was going to bore holes in what in the shipyards. This barrier to productivity is further heightened by the structure of skilled unions with its horizontal organisation rather than industries being unionised as a whole with a vertical structure.

The present struggles are a mixture of social and market unionism. When the A.E.U. approached the employers with their recent 40-hour-week scheme, this was only another way of attempting to raise real wages; the Government's decision to resist wage demands was simply being attacked from another vantage point. What many articulate workers feel is wrong about the present wage freeze is that the State has stepped in and influenced arbitration as an ultimate channel for collective bargaining. This is precisely how unionism functions in the U.S.S.R.

At job level, the crux of the redundancy situation is that firms should consult with employees before actual dismissals take place. Most personnel managers have known for a long time, of course, that it is asking for trouble to ignore prior consultation, but they cannot always get their boards of directors to see it this way.

Locally, we have many tip-and-run links with firms. Many workers still regard the personnel manager in a vague sort of way as the nerve-ending of a capitalist organisation. He does the hiring and firing and in some cases they believe he does a little under-cover black-listing. He is the man, they claim, who gets rid of agitators without any obvious victimisation, such as

(continued on page 29)

Unless the unions change their attitude, says JOHN WELLENS, they will put up an Iron Curtain of their own making between themselves and the best products of today's educational system.

The Unions Face an Educational Dilemma

By JOHN WELLENS

EDUCATION Acts are social dynamite! A change in the educational system and the social consequences can be enormous. This was especially true of the Forster Act of 1870, supported by the Mundella Act passed a few years later, which paved the way for the compulsory education of all children.

Two divergent ideas lay behind the education movement of the nineteenth century which concerned itself largely with the "education of the children of the poor". On the one hand were those altruists who believed that all society had to do was to educate its members and paradise would follow. This faction saw education as the key which would open the Bible to all. It was implicit in their faith that if only men could see the right they would do it. On the other hand were those industrial men of affairs who saw education as the means of controlling and training the artisans required by the emergent industrial machine.

It is a measure of the impetus behind the education movement of the nineteenth century that these ill-assorted bed-fellows worked to the same end. But the new wine burst the old bottle, for the New Democracy of the twentieth century owes its existence in no small measure to the education movement of the nineteenth century and the trade unions; the Welfare State and the nationalised industries all have their roots succoured by the Act of 1870.

But if the industrial faction was surprised by the size of its baby the altruists had cold comfort too! Instead of reading the Bible, the new literates have turned to the *Daily Mirror*, and some, reared on the word of God, have turned to the word of Marx and Lenin.

In reshuffling the educational pack in 1944 we had this example before us. The 1944 Act was one of a whole battery of Acts passed about that time whose common theme was egalitarianism and social justice for all. Whereas previously education at a secondary grammar school could be bought for any child, after the passing of the Act ability alone was to be the criterion for admission, and, within the State system, all secondary education was to be free. It is an essential part of this system that money cannot buy a grammar school education if the child cannot secure one free. The words "within the State system" are important, for it is still possible to buy education from the public, proprietary and boarding schools.

Under the old system the elementary schools had an appreciable crust of children whose abilities were high but whose parents were poor. It was from this group that most of the middle management and a certain proportion of the higher management had been drawn before the war. After 1944 this was changed because the main effect of the Act was to split the child population into two groups, one of high intelligence and attainment proceeding to the grammar school, released to the labour market at 16 or over, and another of lower attainment and intelligence taught in the modern schools and released at 15.

Let us examine the effect that this Act has been having upon our trade unions, for no other aspect of our national life has been affected more by it. Although it is frequently denied, it is true to say it is very difficult for any boy to secure admission to a trade or craft apprenticeship after the age of 16. Thus, where this rigid age-limit rule applies, craft apprenticeship is open only to secondary modern school leavers. The significance of the student apprenticeship (which leads to professional status and not skilled tradesman status) is that it is a device for attracting the brighter boy and a device for admitting boys into industrial careers who would otherwise be too old to be admitted by the unions as craft apprentices.

It follows that union practices are such as to draw into union membership those boys educated at the modern school. At the same time the rigid rules make it very difficult for a grammar school leaver to enter the union via craft apprenticeship. The quality of the 15-year-old intake is declining rapidly, and, as selection techniques become more efficient and creaming more severe, there will be less and less likelihood of potential leaders being accidentally present in the 15-year-old intake.

A Vanishing Vigour

In the old days, those men who were intelligent enough to merit a grammar school education, but who were prevented by economic reasons from obtaining it, were the back-bone of the trade unions. They gave the unions vitality and vigour and a strong sense of purpose. But now the tendency is to recruit the new entrants to craft apprenticeship from the modern school shorn of much of their intelligent upper crust. Where are the unions to get their enlightened leadership of the future from?

We have this terrifying picture, then, of the trade unions, wielding immense

power for good or ill, afflicted by a debilitating influence tending to fill their ranks by the less intelligent sections of the community.

Is this "just theory", a fanciful idea spawned by an egg-head? To me, hard practical experience backs it up. Everywhere I go, personnel officers seem to be bemoaning the standard of the modern school-leaver. Some of the stories of the spelling, of the arithmetic and English are unbelievable. Personnel officers will be able to judge for themselves whether the standard is poor or not.

(In making this assessment my readers should consider rather the standard of modern school-leavers a few years ago. Because of the bulge in the population caused by the rise in the post war birth rate, between now and 1962, with the exception only of 1960, the number of the best modern school leavers will be well above that obtaining a few years ago and that obtaining after about 1964).

This is not all. Suppose that, by accident, a highly intelligent boy of ambition were to be admitted as a craft apprentice. What would happen? By day release and evening class study he would work for Higher National Certificate. In an enlightened firm he might be chosen eventually to attend a Sandwich Course and take Dip. Tech. But a young man securing Higher National or Dip. Tech., whatever his origin, enters the ranks of the professional men and abandons his tradesman status. So the effect of technical training is to remove the boy from the sphere of the craft union.

Trade unionists have a traditional attitude towards education: it is that education is a good thing and there should be more of it for trade union members. This attitude stems from the nineteenth century when trade unionists identified education as one of the advantages enjoyed by their more fortunate opponents. How often does one hear union leaders extolling the virtue of education. It does them great credit but one wonders whether the union leader who said he wanted to see more sandwich courses for boys in his trade knew that he was encouraging a practice weakening to his union.

These, then, are the two central problems which a changing educational system has posed to the trade unions: first, how can unions so order their affairs to admit boys of higher intelligence, having regard to the fact that these tend to stay on at school longer than boys of lower intelligence, and, second, what arrangements can be made to retain as members those young men who, though starting life as craft apprentices, succeed at their studies, are promoted and cease to be employed as skilled craftsmen.

The situation is all the more remarkable because there seems to be no recognition that the problems exist. However, the problems are there and they merit some examination. Could there not be grades of union membership as in the professional institutions? Unions, with their sincere and individual interpretation of democracy, would find it hard to accept this principle no doubt.

Another Paradox

There are other inconsistencies in the union attitude towards education. Within the present system, with the school leaving age at 15, the year 15-16 is a period of adaptation, readjustment and probation, because a boy can change from a trade which he finds unsuitable to another more congenial. He can try several trades and still be in time to start an apprenticeship at the age of 16.

If the school leaving age were raised to 16 this elbow room for readjustment would disappear unless apprenticeship regulations were changed, for then every boy would have to be perfectly selected for his trade and there would be no room for error. Here, then, is another paradox. Union leaders are quite vociferous in pressing for the school leaving age to be raised to 16. Again, one wonders whether they are aware of the implications and that if such a change is made circumstances will arise which will compel them to relax regulations at present jealously guarded.

My case so far has been that the changes in the educational system, though the cause of a bloodless revolution, have been ignored by the trade unions and they have made no attempt to adapt themselves to the new situation.

I wonder whether we are fully aware of the extent of this bloodless revolution. Changes in the pattern of secondary education alone would not have been sufficient to cause so complete a revolution. But changes were made in University education too after the war, and for children of poorer parents University education became free.

In a speech made in 1952 which has since become famous, Dr. Ashby, vice-chancellor of Belfast University said "In the Welfare State it is becoming positively difficult for a reasonably bright boy (provided he remains at school) to avoid going to a University".

Dr. Ashby was not quite accurate; for the fact that his father earned a moderate income has robbed many a boy of a University education because of the means test. The reason that this impediment faces the children of middle class parents cannot be financial. **The State, through central and local government funds, spends £5 million per annum on university fees. For a further £2 million all University education could be free.**

Is it realised that the new arrangements for secondary education (where grammar school education goes to the intelligent rather than the children of the well-to-do) and free university education for the children of poor parents have made nonsense of the old fashioned talk of the class war? The outstanding feature of the new system is its power continuously to re-create anew the professional middle classes. The fact that it is easier for the son of poor parents to go to a University than the son of certain types of wealthier parents intensifies this re-creation of the middle class.

At the beginning of the article I took pains to show how great were the changes brought about by the 1870 Education Act. I imagine that most of these changes were not foreseen by those who supported the measure and I do not doubt that if some of the sponsors of the Act could have foreseen the outcome they would have withdrawn their support.

The changes implicit in the 1944 Education Act are equally fundamental and will affect society just as deeply. Trade unionists seem to me to be unaware that the changes in the education system will affect their unions. They would do well to give some thought to it.

Two basic problems face the unions. First, how to recruit boys of higher intelligence who tend to stay on longer at school. Second, how can they retain as members apprentices who in time graduate beyond the ranks of skilled craftsmen.

Management News and Ideas

Minister's Manual of Good Relations

ON February 12, 15,000 employers in Great Britain received from the Ministry of Labour a slim, olive booklet called *Positive Employment Policies*. The booklet gives examples of management practices which have official blessing in that they are considered to be contributing to good relations in industry. The first part explains how a Positive Employment Policy can be applied and gives details of what such a policy should embrace. Part two gives details of some of the ways in which firms have introduced an employment policy and stresses the growing practice of setting out such a policy in writing. Examples are also given of joint consultation schemes, of methods of presenting financial information to employees, and of dealing with redundancy and employment security.

The booklet has been sent free to all firms with over 200 employees; firms with less than this number can obtain copies from the local employment exchange.

So far, so good—but what is a Positive Employment Policy? Even at the Press conference introducing the booklet, the Minister of Labour gave no pithy, persuasive definition so we can only quote the stodge of platitudes at the beginning of the volume:

"From the management's point of view an employment policy is an integral part of the whole managerial and production policy of the firm. It has as its objective the creation of a co-operative, responsible and efficient working force. Regard must be paid to existing agreements and established practices in the industry and to the essential role of the trade union. It must be understood and applied at all levels of management. From the employee's point of view the policy must provide not only fair conditions of employment but satisfaction on the job, opportunities for advancement and reasonable security".

Language like this, however, should not put people off reading it. It is well worth study if only for the 30 or so case histories in part two.

Safer by Half

THE Annual Accident Prevention Report for 1957, issued by Hoover Limited's safety officer, reveals that the accident severity and frequency rates in the group of Hoover factories in England, Scotland and Wales, taken as a whole, were the lowest ever recorded by the group.

The severity rate was 77.49 and the frequency rate 0.53. This represented, in comparison with last year, a reduction of total lost hours by 50 per cent, lost time accidents down by 32 per cent, severity rate down by 54 per cent and the frequency rate down by 39 per cent.

Said the report: "By constant vigilance we have been able to identify and eliminate most of the exposures to unsafe mechanical conditions but the more difficult task remains, that of educating our people to recognise a hazard likely to arise from an unsafe act or an unsafe method of work".

Wired for Sound

WE would like to remind readers that the Post Office will consider applications from private persons and companies for licence to distribute music by wire.

The licence will allow companies to operate music distribution centres and wire networks for sending their own programmes of recorded music to premises such as shops, restaurants, offices and factories but not to private homes.

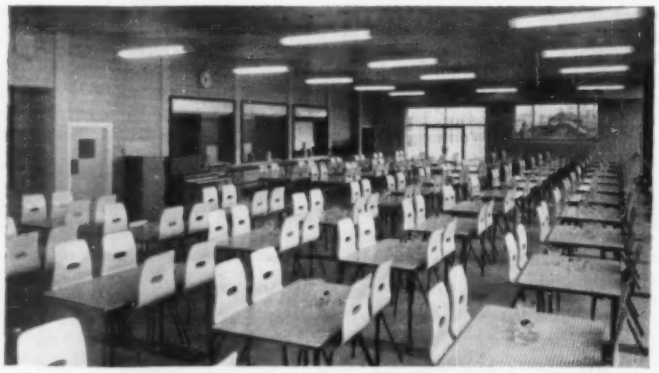
Live or recorded radio broadcast programmes, advertisements and propaganda will not be permitted.

THEIR WELFARE IS PLANNED FROM TOP TO TOE

AN important detail of the personnel department at the new £300,000 welfare and administration block built by T. Wall & Sons Ltd., at Godley, Cheshire, is the inclusion of two rooms specially set aside for interviewing job applicants. When the building was in the planning stage the personnel manager, Mr. Philip W. Milnes, asked for the two rooms to be included in the architects' design. Some eyebrows were raised at the time, but since then he has made good his claim that they are the only suitable accommodation to deal with the department's average of 2,000 interviews a year. The partition windows are of frosted glass, but, most important, the rooms have no telephones. Once an interview has begun there is nothing to interrupt it. Many a promising interview in the average office, says Mr. Milnes, has been ruined by the telephone ringing at the wrong moment.

Amongst the other welfare departments housed in the new building are the staff and management dining rooms. The large canteen where the factory staff eat, seats 380. It caters for about 600 workers every lunchtime. Nine 15-ft. high plate-glass windows run for 100 feet along one wall, affording an uninterrupted view of Godley Hill. The kitchens, which are run by a chef and a female supervisor with 23 female staff, also cater for the four other dining rooms, for clerical staff, supervisors, managers and directors respectively. Cooking equipment is heated principally by gas or steam; three thermostatically-

CLEANERS SHELVE THEIR PROBLEMS



The chairs in the main works dining room at Godley hang suspended from slots under the tables. This leaves the floor clear for cleaning.

controlled, gas-heated fryers can cook 900 pieces of fish in an hour.

The large medical department has been designed to cope with minor injuries and illnesses which occur at work, and with pre-employment examinations of new recruits, roughly 200 a month. There is a waiting room at each end of the department so that worktime casualties are not in contact with routine examination cases. The medical staff under Dr. Geoffrey Fletcher, the works medical officer, includes a nursing sister, two staff nurses and a relief nurse, with a male nurse for night duty.

An X-ray room, complete with darkroom, is equipped to carry out speedy chest X-rays and other examinations, and there is a "sun and eye" room for optical treatment and infra-red ray treatment of rheumatic cases. An impressive feature of the surgery is the ceiling, which is made of transparent plastic. Indirect lighting above lights the room evenly, unobtrusively, but, at the same time, cheerfully. The rest of the department consists of a private treatment room, rest room, changing cubicles, reception office and an office for the sister-in-charge.

The staff treat about 150 cases a day for minor cuts and headaches, and as an extra amenity for employees, a visiting chiropodist attends twice a week. The workers pay 2s. for the treatment, the rest is paid by the firm.

Sun-ray treatment, X-rays, optical treatment, chiropody—all part of staff welfare in the impressively equipped medical department at Godley.

On the Right Track

A NOVEL way of adding interest and variety to the teaching of basic machining techniques has been introduced by Lancashire Dynamo & Crypto Ltd. at their Trafford Park Apprenticeship Training School.

The apprentices, under the instruction of Mr. H. Cutts, the training supervisor, are building a coupled tank locomotive, capable of hauling a load of 16 adult passengers, to specifications provided by a Northampton firm.

While at first sight it appears unusual for apprentices employed by an electrical manufacturing group to be engaged in machining the parts for a model locomotive, in practice the experiment is a great success in capturing the interest and imagination of the students.

Poise for Promotion

THE House of Citizenship, Hartwell House, Aylesbury, has started a novel and interesting course for typists who, with the necessary training, would be likely to make good secretaries or personal assistants.

The course, though it covers much the same ground as that run by the London Chamber of Commerce for personal secretaries, is thought to be unique in that it is residential. As poise and good social relations are so valuable in a secretary, mixing with other students from many different firms is regarded as a great advantage.

The first course actually begins on April 13 and will last a fortnight. A number of firms are already sending girls but there are still some places at the time of writing. In addition to lectures there will be instruction and practical work in small groups on such subjects as office organisation, sources of information, travel arrangements, telephoning and the writing of letters and memoranda. Firms interested should get in touch with Miss D. M. Dickson, The House of Citizenship, Hartwell House, Aylesbury, Bucks. Telephone, Stone 355.

Industry's Future

WHEN the Institution of Works Managers invited Lord Halsbury, managing director of the National Research Development Corporation, to address their Silver Jubilee Conference in December, 1956, they knew that delegates were in for an entertaining time. As a speaker Lord Halsbury is widely known for his wit and the deftness with which he translates matters of science and production technology into forthright layman's language. They did not realise, however, what interest his paper would arouse both within the organisation and outside.

To put matters right the text of his speech has now been published in booklet form. In *The Changing Horizon* (price 5s., I.W.M., 196 Shaftesbury Avenue, London, W.C.2.) Lord Halsbury looks forward to the industrial world of 25 years hence. The scene he depicts is neither gloomy nor rosily optimistic, but it is the honest opinion of a man whose feet are firmly planted on the ground.

The State of the Unions

(*continued from page* 25)

closing a department where a hot-headed shop steward operates, and then re-organising it.

This may be a very distorted image, but the picture is there.

On the other side of the managerial fence, we have our problems too. If it wasn't for the closed shop, we would have many less members. This is important, for the closed shop, apart from the financial and disciplinary advantages, gives the T.U. movement 6 million votes at the Labour Party Annual Conference, where 800,000 individual members can always be outvoted; affiliated unions have always been the centre of political gravity within the Labour Party.

Significantly, some unions have acquired more power lately. NATKE has made inroads into BBC television and the Post Office Engineers are considering taking advantage of the Repeal of the Trades Disputes Act (1927) to resume political activity. Also fear of unemployment is tightening up branch discipline. Sackings at Dunfermline, Durham, South Wales and the Midlands have made some workers more conscious of the economic plight of the country.

The point is, will threatened unemployment strengthen or weaken the unions?

As I see it, if this awakening consciousness can shake individual members out of their apathy, then of course the unions will grow stronger. Resolutions declaring for working-class solidarity will pour into constituency Labour Parties from local union branches, and the Government will find itself facing an organised, belligerent opposition on the industrial front.

Today we see joint consultation as an attempt to cement the cracks in an unstable structure of industrial relations, while the current wage claims are merely widening them. The rest of us are watching the London busmen and waiting for the arbitration results to see whether any more of it crumbles.

. . . "I declare the meeting closed! . . . I look around the dim little room as members start to put on their raincoats. It's a rotten night and it's getting late. Maybe I've missed something good on the "Tele", maybe I've been wasting my time; but one thing is certain. The bus service is pretty grim in this intellectual Sahara . . . it could get worse.

INSIDER

Where American Canteens

Catering Managers Have Higher Status, Staff are Better Paid and Ideas

Four thousand square feet of spacious elegance. The employee lounge at Socony-Mobil Oil Company in New York is used for many activities —for reading and cards at the lunch break and in the evening for classes in handicrafts, public speaking and languages.

The cafeteria of the 5-storey Lever Brothers' office building in Los Angeles is at the top so that diners can have a view of the surrounding grounds. When American designers plan a factory or office, first choice is usually given to the location of the cafeteria.

BRITISH and American industrial food services have much in common, yet many differences of interest to canteen operators on both sides.

In some respects, British canteens are behind, and this seems partly due to the effects of the war and the greater scarcity of food in Britain than in America. Many policies begun in Britain during the war are still carried out. One such policy is that of the company issuing meal tickets for their workers to take to the local restaurant. The spokesman for the company said: "You don't do this in America, do you? I shouldn't start it either, if I were you".

This system of giving a man a meal ticket to a restaurant is in opposition to the American philosophy behind industrial feeding. One top industrial executive, speaking of his own experience with one of America's largest corporations, expressed the ideas of similar executives in all parts of the country:

"We look upon food service for our employees as a necessary function of our industrial relations programme, just like clean rest rooms, or a pleasant, well-lighted place to work".

Many British companies do share this view, but I found it by no means a unanimous outlook. An official of one of the larger catering companies in London offered this remark: "Food in canteens is offered reluctantly by many companies", he said, and continued to explain that many old established companies do it just to keep up with the new and expanding industries whose attractive facilities might lure employees from their present jobs. He pointed out that many well-reputed companies have kitchens and canteens out of keeping with their names. One such company kitchen had, among its other equipment, a wooden sink, which the manager admitted was below sanitation standards. The caterer can do only as well as the company's budget allowed him to, and this meagre amount did not suffice to modernise the kitchen.

This is not to say that all kitchens in

Have the Edge over Ours

Given a Trial—says U.S. Journalist

Britain impressed me as being substandard. When telling an executive cafeteria manager of a leading automotive factory in Detroit about a slate sink I had seen in the Millbank office of Imperial Chemical Industries, he was very favourably impressed. He agreed that cleaning fish on a slate sink was preferable to cleaning it on stainless steel, which is the American standard for high quality equipment. Stainless steel, he admitted, does retain fish odours, and expressed interest in investigating the possibility of getting a slate sink in his fish preparation area.

Of the 41,000 companies in the United States serving over 20 million meals a day, some 38 per cent are operated by a contract caterer. Others are operated by the company itself. One of the prototypes for future installations in office buildings is the Socony-Mobil Oil Company in midtown Manhattan where 8,000 employees take a meal each day. A large restaurant chain operates the cafeteria on a cost-plus-profit basis.

By ADA PASKIND

Despite the fact that the building is located in the section of the city with the largest concentration of restaurants, executives realised early in the planning stage that food service for the employees would be necessary. Every lunch time, clerks and stenographers crowd the restaurants in the area. Over a 100 new office buildings have been built in a square mile in this area during the last 10 years. This means that about 300,000, lunch eaters have been added to the area that now has only a few more restaurants than it had in 1948. This same situation is arising in London where large office buildings have been built on the bombed sites.

Before the Socony building was opened a little over a year ago, the kitchen and dining rooms were operated on a pilot plant basis to assure coordination of employees and equipment. The main cafeteria dining room serves 2,500 company employees cafeteria style. There are six private dining rooms, some waitress service, and the same menu is available in the dining rooms as in the self-service cafeteria.

All-American food service installations for employees are not as large as these New York facilities. The average canteen serves about 1,700 employees each day, and has a staff of 24 to operate the cafeteria. The manager in most cases has at least two assistants, one directly connected with managing the food service, and the second in a secretarial capacity.

Keeping canteen personnel in American cafeterias doesn't seem as great a problem as it does in Britain, possibly because wage scales in American canteens are comparatively higher than in Britain, even with the difference in dollar value taken into account. Canteen managers in Britain spoke of the difficulty of keeping personnel, particularly during the summer months. American cafeteria workers, unlike British canteen workers, do not have their salaries fixed by law. British managers tend to pay the minimum amount allowed, and force employees to work strenuously long hours. **American canteen workers often work the same hours as the employees in the factory, which means that they have a day off for a Saturday they might put in, or time off for evenings spent on the serving line or steam table.**

A Job with Status

The men in charge of American industrial cafeterias generally hold positions on a higher level than their counterparts in Britain. The supervisors of the cafeterias in America hold executive positions, and are considered on the top management level of the firms.

An American cafeteria manager is responsible for many decisions each day at his job. Whenever an innovation is brought into the cafeteria, he must consider what it will mean to management, to the stockholders and to the employees. He faces and copes with labour union influence, the industrial relations department, and the thousands of employees who must be satisfied with a varied menu which allows them to go back to their jobs alert and with good morale.

Managers of American canteens are also more highly organised among themselves than are the British. They have their associations and conventions, just as other executives. One of the major organisations of cafeteria managers is the Industrial Cafeteria Managers' Association.* All the members of this group together are responsible for serving 3,500,000 meals a day. At their semi-annual meetings they discuss personnel problems, how to make their large-scale canteens more efficient, and better methods of food preparation.

Managers of American canteens are eager to share their ideas with their fellows. Many cafeterias provide special services for their employee-customers, and managers frequently discuss these innovations. Special services for the 3,000 employees at Lederle Laboratories in New Jersey include a telephone answering service which gives the day's menu via a previous recording to all inquiring employees. The menu at Lederle is as varied as are all American cafeteria menus, with 117 different entrees served during the year.

Lederle Laboratories is also one of the 11,000 American firms with more than 250 employees to use vending machines to supplement their food service programme. Industrial vending is far more highly developed in America than in Britain, where only coffee, cigarettes, gum, and, in some locations, milk and soft drinks, are available from vending machines situated in industrial or office locations.

Vending in American industrial plants offers the worker the opportunity to have a meal at his desk or his machine, as well as a quick snack during his coffee break in the morning or after-

* *In Britain there is the Industrial Catering Association with headquarters at 140 Park Lane, London, W.1.*

noon. The coffee break is an even more nationwide American institution than is the tea break in England, but more English companies are recognising the value of a refreshment break each year. Although there are many fine coffee vending machines available, British cafeteria managers expressed a need for a machine to vend tea that tastes as good as brewed tea.

"England is 20 years behind America in vending", said one British vending operating company manager, "but", he added, "in two years we will catch up".

Some of the steps British personnel managers, cafeteria managers, and vending machine operating companies are taking are those set down by the Americans during the last decade. American workers can now get hot soup, hot canned foods and beverages which they eat from plasticised paper dishes—all from vending machines. The system of installing machines rather than having the workers go to the canteen or local restaurant for a mid-morning or mid-afternoon refreshment has met with success in every case. As a result, personnel managers find less fatigue on the job, as well as less time being consumed during the break. Having the machine close at hand encourages the workers to go right back to their desk or machine.

Do American canteens have waitress service, was a question frequently asked of me. Many of them do, but for different reasons than do the British. Some American plants have a self-service cafeteria for the employees and a waitress-served dining room for the executives, to give them a "better" system than the workers. But this is not to say that the executives do not go through the cafeteria line themselves in more than half of the larger American canteens.

One very fine canteen I visited in London was the Imperial Chemical Industries where green-frocked waitresses serve all employees, clerks and executives alike. This policy was set in 1927, and it has not changed yet. Managers have thought that changing to self-service might be more economical or more rapid, but a long standing policy seems a difficult thing to overcome.

American cafeteria managers are faster to change their patterns of management than the British. If an American manager has an idea that he merely wants to give a try for a period of time, usually the company will give him his chance.

One such trial proved to be successful. This was at the Illinois Bell Telephone Company in Chicago where 3,000 worker-customers are served daily. The innovation was to install a complete self-service system, and now just under a 100 kitchen and kitchen office personnel are required to keep the vast cafeteria running smoothly.

A partial self-service system had been in use for some time, but the system now includes a hot food table with soups, meats, *à la carte* items and vegetables, and a sandwich counter. After passing these counters, the customer finds salad and desserts, ice cream, hot chocolate, milk, tea and coffee. The only items not self-service are the milk shakes and soft ice cream. The customer then passes a condiment stand which contains napkins, silverware and water. He pays the cashier and passes on to the dining room. After eating, he gathers up his dirty dishes and drops them off at the dish room on his way back to work.

America Has Good Canteens Because:—

- *The employee food service is looked on as a vital part of the industrial relations policy.*
- *Catering managers have the scope to try out their ideas.*
- *Staff are well paid and given time off for hours put in at special times.*
- *Managers are eager to share ideas with their fellow-managers.*
- *Customers are invariably willing to co-operate in keeping restaurants tidy.*
- *Managements are not afraid to spend money on the necessary equipment.*

Special promotions on holidays are more common in American cafeterias than in our own. Employees of Spiegel's Inc. (a mail order firm in Chicago) are dressed up for Hallowe'en, as are also the canteen staff. Special prices go with the occasion. Customers who bought a lunch for 50 cents were offered a piece of pie for one cent.

Self-Bussing

Self-bussing, or bringing the dirty dishes to the dish counter is fairly frequent in American cafeterias. Most workers do not resent doing this chore themselves, and usually co-operate to the fullest extent. Often tables are set up with silverware and place mats, and the diner removes his own dishes. A uniformed or white-coated worker then cleans the table after each user, and sets it up for the next patron. This system is varied at different meal times, possibly with workers picking up their own tableware at breakfast and lunch time, and finding it on the tables at dinner time.

Breakfast is served in many cafeterias in America, because management feels that too few workers have a good hot

(*continued on page* 52)

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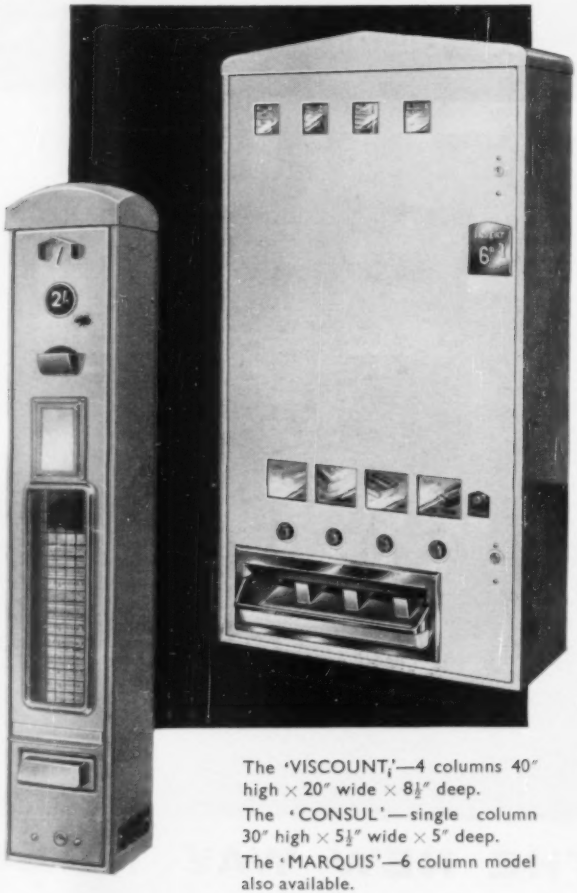

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P.M. Names & Notes

News Snaps . . . . . .

HER MAJESTY THE QUEEN has consented to be Patron of the National Education and Careers Exhibition which is being held at Olympia from May 25 to June 4.

* * *

INDUSTRIAL RELATIONS in the chemical industries and the protection of workers against occupational diseases and poisoning were two of the subjects discussed at the 5th session of the Chemical Industries Committee of the ILO at Geneva from February 10 to 21.

* * *

GUEST, KEEN AND NETTLEFOLDS LTD. are offering three scholarships to University each year to boys whose parents' incomes are such that their State scholarships or local education authority grants are reduced drastically by a means test. Two of each year's students must be engineers selected by a special board of the company.

* * *

LAST YEAR some 13,000 management consultant firms in the U.S.A. collected roughly 550 million dollars in fees. Three-quarters of the nation's major companies use consultants at one time or another.

* * *

ALMOST TWO-THIRDS of the examination awards, totalling more than £700, that the Dunlop Rubber Company have recently made to 81 employees under their part-time education scheme, have gone to students taking science subjects.

* * *

THE EIGHTH SURVEY of office pay scales to be undertaken since 1942 by the Office Management Association begins this month. The last survey published in 1956 contained information relating to 82,000 clerks in over 1,000 establishments. More organisations are expected to take part in this one.

* * *

CAREERS AND TRAINING in the electrical industry will form an attractive feature on the first floor at Earls Court, London, during the Electrical Engineers Exhibition which opens on March 25. For Britain's largest-ever display of electrical equipment which will cover an area of 450,000 sq. ft., nearly 400 firms have already booked space. The exhibition will be opened by the President of the Board of Trade and will last until March 29.

* * *

LONG-SERVICE P.M.—Mr. J. M. Bridges, company personnel manager of T. Wall & Sons (Ice Cream) Ltd. (a contributor to this journal), and an 80-year-old office cleaner at Southampton H.Q., are among 33 Wall's employees who have received gold watches to mark 15 years' service.

* * *

3,067 YEARS OF SERVICE from members of the office and works staff of G. A. Harvey & Co. (London) Ltd. was recognised by the management a few weeks ago with the presentation of long-service awards. This applied to 77 members, 4 per cent of the total number of employees.

* * *

THE FIRST OF A SERIES of functions to mark the 40th anniversary of the Industrial Welfare Society will be a luncheon at the Connaught Rooms, London, on March 25. The speaker will be the Society's founder, Sir Robert Hyde, and the chair will be taken by Viscount Monckton.

* * *

CATERING REPRESENTATIVES of area gas boards are receiving specialist training in the service of gas to the caterer. The first month-long course has now been completed at the Gas Council's Watson House Training Centre, Fulham. Lectures were given on kitchen organisation, cooking, design and planning of kitchens and food service equipment, and allied subjects.

* * *

YOUR COMPANY IN 1957 is the title of one of the first booklets to appear this year with the object of explaining the company's financial operations to employees. The firm is Richard Thomas & Baldwins Ltd.

* * *

A NEW DISTRICT of the Factory Inspectorate, known as the Watford District, has now been formed. H.M. District Inspector is Mr. A. Crook and his official address is Crown Buildings, Uxbridge Road, Rickmansworth, Herts. Telephone Rickmansworth 5515.

* * *

SAFE WORKING and safety suggestions were rewarded at Fort Dunlop recently when six of the firm's departments received certificates for achieving an accident-free year in 1957.

Appointments

The Minister of Labour has appointed **Dame Florence Hancock**, D.B.E., and **Brigadier J. J. Sloan**, O.B.E., M.C., to be directors of Remploy Ltd., the company established by the Government to provide sheltered employment for severely disabled persons. Dame Florence is Chief Woman Officer of the Transport and General Workers' Union and a governor of the BBC. She was president of the TUC in 1947-48. Brigadier Sloan is a director of a departmental store.

* * *

The British Transport Commission have appointed **Mr. P. Corbishley** as senior instructor at their work study training centre in Watford. Mr. Corbishley studied social science at University College, Leicester, and in 1950 he graduated in economics as an external student of London University, later taking the post-graduate business administration course at the London School of Economics. Before taking a post as instructor at the Watford centre he was on the work study staff of J. Lyons & Co.

* * *

Dr. L. Kennedy has been appointed senior medical officer of the Scottish Group of Stewarts & Lloyds Ltd. He was previously medical officer at the Phœnix, Tollcross and Clydesdale branch. New medical officer for the Scottish Group is **Dr. J. M. Thomson.**

* * *

Mr. Jack Page has been appointed general manager of Panorama Equipment Ltd., one of the firms specialising in the supply to industry of eye, face and head protection gear.

* * *

Mr. David H. Bramley, M.I.Mech.E., head of the Department of Industrial Administration at Birmingham College of Technology, has joined the board of Geo. Salter & Co. Ltd., West Bromwich spring and spring balance manufacturers. He will continue to hold his College post. Mr. Bramley is a founder member of the BIM, and was a member of the special committee set up by the Minister of Labour in 1954 to make recommendations on supervisory training in industry. In 1951 he investigated supervisory training in the United States as a member of the Anglo-American Council on Productivity team.

. . . and a Retirement

Because he intends to re-enter consulting engineering practice, **Mr. L. E. Nichols** has resigned his post as NIFES area engineer in the North-East of England. For the time being Mr. George Gill, North-West area engineer, will supervise the Leeds, Sheffield and Newcastle offices.

OBITUARY

Shortly after receiving a gold watch to commemorate 15 years' service with T. Wall & Sons Ltd., **Mr. Harry Ogden,** training manager at the firm's Godley factory, near Manchester, collapsed and died. He was 58 and had only recently returned to duty after an illness. Mr. Ogden had long been associated with the Boys' Club Movement in the Manchester area.

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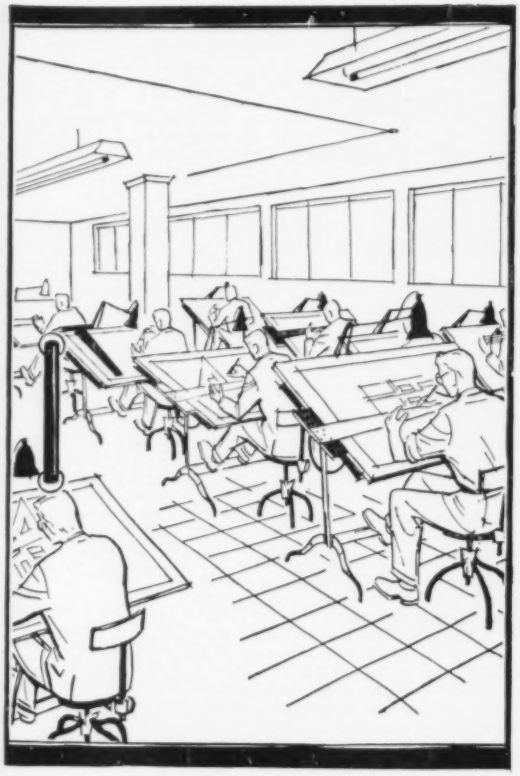

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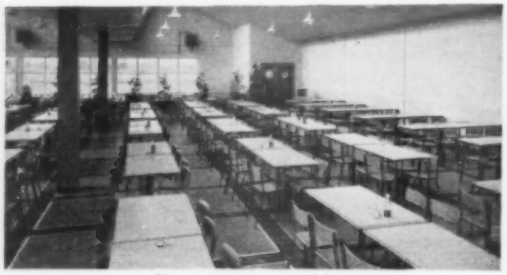

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How to Organize and Choose Protective Clothing

BY A SAFETY OFFICER

Today we have an almost infinite variety of protective clothing and industrial overalls. Which is one reason why care should be taken over its selection and issue.

IN all, 27 different Statutory Regulations and Orders call for the provision of some kind of protective clothing for workers. Many employers accept a responsibility greater than that imposed by the law, probably for one or more of the following reasons:—

1. If common law duty is to be met, the nature of a plant or process requires a greater degree of protection than that called for by statutory requirements.
2. It is desirable for hygienic reasons.
3. A wish to operate a clean and tidy factory.
4. The provision of working garments is accepted as a welfare responsibility.

The cost of providing such clothing varies but, even at its lowest, represents a considerable annual charge. An employer may feel that his efforts to meet this charge are ill rewarded when arguments engendered by anomalies in issues lead to bad feeling between management and men. This can happen and, in fact, may even be the cause of serious industrial disputes, as instanced by the recent strike in the North East when some 130 men stopped work for 10 days because of the alleged failure to provide promised protective clothing.

Those with experience of joint consultation will agree that a great deal of time is sometimes spent at works council meetings in the discussion of protective clothing problems—so much so that a case could almost be made out for the addition of another "T" to the traditional three quoted by cynics in relation to this aspect of industrial relations, so that the list of permanent items on the agenda should read "Tea, Transport, Toilets and Trousers".

All this points to the necessity for drawing up a protective clothing policy phrased in the clearest possible terms and ensuring that supervisors as well as other employees are fully conversant with this policy. A difficulty to be avoided is that which arises when a sympathetic but ill-informed supervisor listens to a specific request from one of his men and arranges for special protective clothing to be issued as a result. Two things are wrong here:—

1. The situation should be adequately dealt with in the scale of issue. On the rare occasions when it is not, then use should be made of the proper machinery for revision of scale.
2. The supervisor has established a precedent and placed a weapon in the hands of non-experts who may use it in an attempt to obtain future issues of clothing which is unsafe and unsuitable for its intended purpose.

The policy statement should clearly outline the employer's intention. Is protective clothing only to be provided for those jobs where there is a legal requirement to do so? If not, is it to be provided to keep workpeople clean, or to protect in the sense of defending or sheltering them?

A scale of issue should be drawn up and, where conditions vary throughout the works, the scale must be related to the job. At fixed intervals — 18 months to 2 years appears to be a reasonable time — the scale should be checked against actual usage as revealed by the record of issues. Surprising things are uncovered by such checks, and adjustments in scale of issue should follow. Besides showing the average true life of a garment, these checks may indicate that the wrong material is being used on a specific job and substantial savings can sometimes be made by making a change. This is best illustrated by the following example.

On a chemical process involving contact with corrosives the operators' flannel trousers (cost, £1 12s. 3d. pair) had an average life of 6 weeks. A silicone proofed *Terylene* boiler suit, made up in a 7½-oz. spun staple material was issued to one operator for a 6-month trial period. The subsequent check of issues showed that no other clothing had been issued to the man during the trial period and that the suit was still in good condition. The switch to *Terylene* which followed was a considerable economy, for the cost per suit was approximately £5.

Incidentally, the above test emphasised the need for care in assessing the result of such experiments. The man concerned was taken ill shortly before the end of test period and was absent from work for seven weeks, only two of which came within the relevant time. Nevertheless, issue cards do not show periods of absence and an illustration was provided of the necessity for probing into every possible factor when investigating clothing usages, otherwise the wrong answer may emerge.

A lightweight, flameproof foundry suit in cotton duck. Areas most vulnerable to molten-metal splash are faced with leather and/or asbestos. In this way toughness is combined with flexibility.

During the past few years, the availability in quality of materials made up from man-made fibres has opened up a whole new field for protective clothing users. Many large buyers have no experience of the qualities of these new materials and have had little opportunity to test the claims of the makers. Perhaps the most helpful way of dealing with this matter in tabloid form is to generalise on the properties of man-made fibres in this way:—

Advantages

1. High resistance to abrasion with consequent long life.
2. Not easily degraded by acids, alkalis, alcohols, solvents, esters, hydrocarbons and other chemicals. The stability varies as between fibres and investigation into specific needs is advisable.
3. Rapid drying after laundering. Little or no ironing needed.
4. Not attacked by moths or mildew and unaffected by age.
5. High tensile strength and tenacity which remains constant, wet or dry.

Disadvantages

1. They do not prevent the passage of dust or heavy splashes of liquid, which may be corrosive, because they are virtually non-absorbent.
2. They readily develop static electricity.
3. They have a relatively low melting point and do not wash well, industrial soiling being particularly hard to remove.
4. They are not waterproof unless specially treated.

P.V.C. waterproof suit which is also resistant to acids, oils and most chemicals. All seams are sewn and electronically welded. The plastic buttons are also permanently welded to the garment. The suit, it is claimed, will not crack, peel or stick when folded.

The writer is, of course, referring to fibres particularly suitable for protective clothing (*Terylene*, Dynel and nylon) and has selected qualities which bear on their use for this purpose. How do they compare with natural fibres such as wool and cotton? Let us set out the important properties of the latter for comparison purposes:—

Advantages

1. Comparatively low first cost.
2. Though unstable they provide a degree of protection against corrosives through absorption.
3. Generally impermeable.
4. Cottons can be boiled and whites retain their colour, most desirable features in food and pharmaceutical factories, for instance.
5. They are usually warm and have good handling qualities.

Disadvantages

1. They readily absorb dirt and water.
2. They are attacked by insects and will rot.
3. They are not weatherproof.
4. They shrink when untreated.

The permeability of man-made fibres cannot be overcome, but its effect can be reduced by the provision of light woollen garments as underwear. An obvious counter to colour loss in whites is to use browns, which are now available in quantity.

P.V.C. and Asbestos

Where complete protection against corrosives is necessary, suits made from P.V.C. coated fabrics are 100 per cent safe, but cannot be worn for long periods. They have low tear resistance, a fault less apparent when the fabric backing is *Terylene* or similar material, although cost is higher. Inflatable P.V.C. suits with helmets are available and an example of their use is in work amongst radio-active materials. If holed, the inside pressure is greater than that outside and dust particles cannot pass in.

Asbestos suits, which formerly were used almost exclusively by aerodrome crash crews and for other fire-fighting purposes, are finding increasing industrial uses. They are normally made up from a blend of mineral fibres and cotton or wool, and are highly resistant to heat. A recent development is the coating of asbestos garments with tin foil which, by reflecting heat, enables the wearer to work in fantastically high temperatures. They have an obvious application at blast furnaces and rolling mills.

Leather donkey jacket for outside work. It has been scientifically designed, say the makers, for comfort and ease of movement. It is durable and warm and will stand up to considerable punishment.

The type of garment (two-piece or boiler suit) used should be given consideration. Factors to be considered are the presence or otherwise of moving machinery in the working area, necessity for rapid removal in emergency, equal wear of trousers and jacket and the degree of protection required. The difficulty of ensuring that workmen wear jackets in areas where it is necessary for them to do so (they frequently discard them in hot weather) can be overcome by providing boiler suits.

There remains the selection of garments for outside wear in adverse weather. The first principle is that donkey jackets, reefers and duffle coats should never be purchased from non-industrial suppliers, although there is a temptation to do so during sudden cold spells. The price difference can be as great as 50 per cent higher. Avoid individual issues if possible because these overgarments are better controlled if kept in a pool for daily use.

Where an individual issue is unavoidable the garments should be returned to store at the end of April, when they should be cleaned and repaired ready for reissue in autumn. Waterproofs are now freely available in P.V.C. which provides absolute protection against the weather but does not stand up to hard wear as well as oilskins.

Some thought should be given to the maintenance and repair of all clothing. Even if the establishment of proper repair facilities cannot be justified, use can be made of safety equipment attendants, for example, to carry out minor repairs which will lengthen the life of clothing.

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How to Civilize a Committee

Task Leaders and Social Leaders

HOW many times have you come away from a committee meeting feeling that perhaps some points have not been satisfactorily settled—or that you haven't had your say—or that Mr. X was being unnecessarily unpleasant to you personally when he attacked your plan?

"Quite often" is the most likely answer. For if a committee of people are to achieve their objective a great deal of skill is required—not only from the chairman, the leader of the committee, but from the ordinary members, the followers.

The professor who was helping to choose the next year's undergraduates realised this point when he said: "This young fellow has a recommendation from his headmaster saying 'he's a good follower', I think we'd better take him. We've already chosen several men with testimonials saying they have leadership qualities—they will need someone to follow them!"

A smooth functioning committee is one in which each rank and file member is playing a constructive role, as well as the chairman himself. If we analyse what takes place at committee meetings we see activity going on at two or more levels. At the surface level members are discussing the agenda or the problem which they have been called together to settle. Underneath the surface, however, there is a "hidden agenda". At this level take place the emotional exchanges. Committee members like or dislike each other; agree or disagree with each other's beliefs and attitudes; jockey for positions of importance; look for approval and liking, and react against criticism or hostility.

So a remark from one member that "people in this department should be treated as human beings" may be really referring to himself and the way he should be treated in that committee, and when his opponent replies "trouble makers should be sacked" he may be referring to the last speaker. Often, then, a committee is making no progress towards bringing its business to a satisfactory conclusion because concealed, but just as real, emotions are creating barriers to effective thinking.

A chairman thus has two equally important functions to fulfil. He has to provide an atmosphere of friendliness and encouragement so that people will feel free to give expression to how they are feeling; he has to understand and make allowances for these emotional undertones; he has at the same time to see that the business for which the committee has met is settled satisfactorily.

Research in a specially designed room where committees can be heard and observed through a glass screen, without seeing the observers, is yielding some most interesting material on this point. Apparently the chairman finds it most difficult to fulfil both these functions himself. If he is leading the group successfully to complete its task and solve its problems, he is not well liked and so emotional resistance develops in the group. If he senses this and tries to stay popular, the effectiveness of the group in completing its task is lessened.

A committee works best, the observers concluded, when there are two leaders—the task leader and the social leader. The social leader looks after the morale of the group, makes sure each person's contribution is listened to and considered, sees the atmosphere does not become too tense, nor personal likes and dislikes too powerful. A humorist in the group is a big help on this last point.

So we are getting away from the idea of a chairman needing leadership *qualities*. We are beginning to see instead that chairmanship is a leadership *function* and part of its aspects at least are best shared with the group. It is but a short step from this idea to the thought that these functions are best distributed round the group so that the best kind of committee is one composed of members who are *all* prepared to take over one or more of the leadership functions, as the occasion arises.

I should like to analyse these functions in more detail another month. In the meantime send me a description of your experiences of committees.

Family Taboos

A LETTER from another reader raises a quite different topic. He says "I am assistant planning officer at our works. My immediate supervisor is my father. I wonder if any of your readers are in this kind of a position? I find with us it works very well. When we are on the job we do not feel the need to speak with familiarity to each other; at home electrical engineering as a topic of conversation is taboo by mutual consent. There are a lot of relations working together in our firm and I think it makes for good human relations to have it like that".

I entirely agree with this approach myself. One firm I know found, for example, that three-quarters of their new staff came as a result of personal recommendation from relations and friends. (This is quite in contrast to the situation in another district where one large factory dominated the labour market. Here the children who were doing badly at school were warned by their parents —"if you don't pull your socks up you will end up at Y factory"!).

In these days of shifting popularities, swiftly moving industrial expansion, and rapid changes, the tradition of loyalty to a firm which is passed on from father to son in the home can be one of the firm's greatest hidden assets. If firms were to understand this fact more clearly, more positive steps could be taken by some of them to provide especial rewards for long service and to encourage the next generation to work for them too.

What a contrast to this idea was the letter received from his company by an employee with 45 years of unbroken service behind him. It read—"You attain the age of 65 on July 15, 1955, and in consequence you will be required to retire from the service at close of work on Thursday, July 14, 1955".

Can we have your views on this subject, please? Do you work in a "family" firm?

Discussion Leader

For hygiene and economy

The Mecca organisation chooses Hi-Dri† towels

Thousands of meals are served by Mecca every day—and that means thousands of plates and glasses to be washed and dried. Mecca find that Hi-Dri towels give a hygienic dry every time, eliminate laundry costs, help to maintain the high Mecca standard of hygiene and efficiency.

Mecca are one of the largest catering organisations in Britain. Hygiene is their watchword, but in the interests of efficient operation, this must be coupled with economy. That is why, in the washrooms and kitchens of all their branches, they have installed Hi-Dri paper towels.

Mecca find that Hi-Dri saves them money in *dozens* of ways. With Hi-Dri towels there's no loss, no laundry and no deterioration. Instead, a clean dry towel for every job—and for every pair of hands—every time . . . and Hi-Dri hygiene is much appreciated by customers and staff alike.

HI-DRI OFFERS YOUR ORGANISATION ALL THESE ADVANTAGES:

- Hi-Dri is the most economical and efficient way of providing a *clean, dry towel every time!*
- Hi-Dri towels are used just once, then disposed of—can't pass on infection.
- No queueing in the washrooms.
- Hi-Dri has immediate absorbency with *very high wet strength.*
- Dispensing Cabinets supplied and installed FREE on loan.

THE COMPLETE DRYING SERVICE

Phone or write for a Hi-Dri demonstration

Industrial Division 14, Kimberly-Clark Limited, 11 Grosvenor Gardens, London, S.W.1. Tel: TATe Gallery 4051 †Reg'd T.M.

ANOTHER FINE BRITISH PRODUCT FROM KIMBERLY-CLARK LIMITED

Hi-Dri
PAPER TOWELS

Who Is Responsible in Law for Accidents at Work?

In most cases a firm is liable but nowadays there is such a thing as "contributory negligence"

IN spite of all safety precautions, "accidents will happen", and it is as well to know how your firm may become liable when they do. Since the war two main changes have been made in the law of employer's liability, one being, of course, the *National Insurance Acts* under which the State pays workmen's compensation instead of the employer. The other affects cases where both the employer and the employee are to some extent to blame for an accident which injures the employee; (the statute, in this case, is of much wider application than the simple employer/employee relationship but I will confine myself to this).

Under the old law, when a man injured himself in the course of his employment, the employer was either fully liable or not at all. If the employer caused the accident by his negligence alone he was then liable to the man in damages. If the worker caused the accident by his negligence alone, or if his negligence was a contributory cause of the accident (the employer also being negligent) then the employer was not liable.

This rule was somewhat unfair to the employee and often led to interesting but expensive legal arguments as to whose negligence was the real cause of the accident. For example, in a leading case in the nineteenth century, the House of Lords held that: "although the Plaintiff may have been guilty of negligence, and although that negligence may in fact have contributed to the accident, yet if the Defendant could in the result, by the exercise of ordinary care and diligence have avoided the mischief which happened, the Plaintiff's negligence will not excuse him".

This and other modifications helped to reduce the harshness of the old rule to the injured party; but none of them provided a satisfactory solution because they depended on what either party *could have done*, and not what he *did*.

The *Law Reform (Contributory Negligence) Act* was passed in 1945 to correct this rather lop-sided rule. It provided that the plaintiff's (i.e. employee's) action shall not fail because of his own negligence, but that this shall be a ground for *reducing the amount of damages*. The result is that where both employer and employee are negligent and an accident occurs injuring the employee, the Court will assess the full amount of damages which would be payable if the employer alone had been negligent, and then reduce this sum in proportion to the degree of negligence of each party.

Points of Law—7
PERSONNEL MANAGERS' CASEBOOK

The judge does not enter into any exact calculation but simply estimates what he thinks is a fair division of the blame. If he decides that an adequate sum of damages would be £1,000 but that the employee was 20 per cent to blame, he will award the employee £800, explaining in his judgment what he has done, so that it can be appealed if necessary.

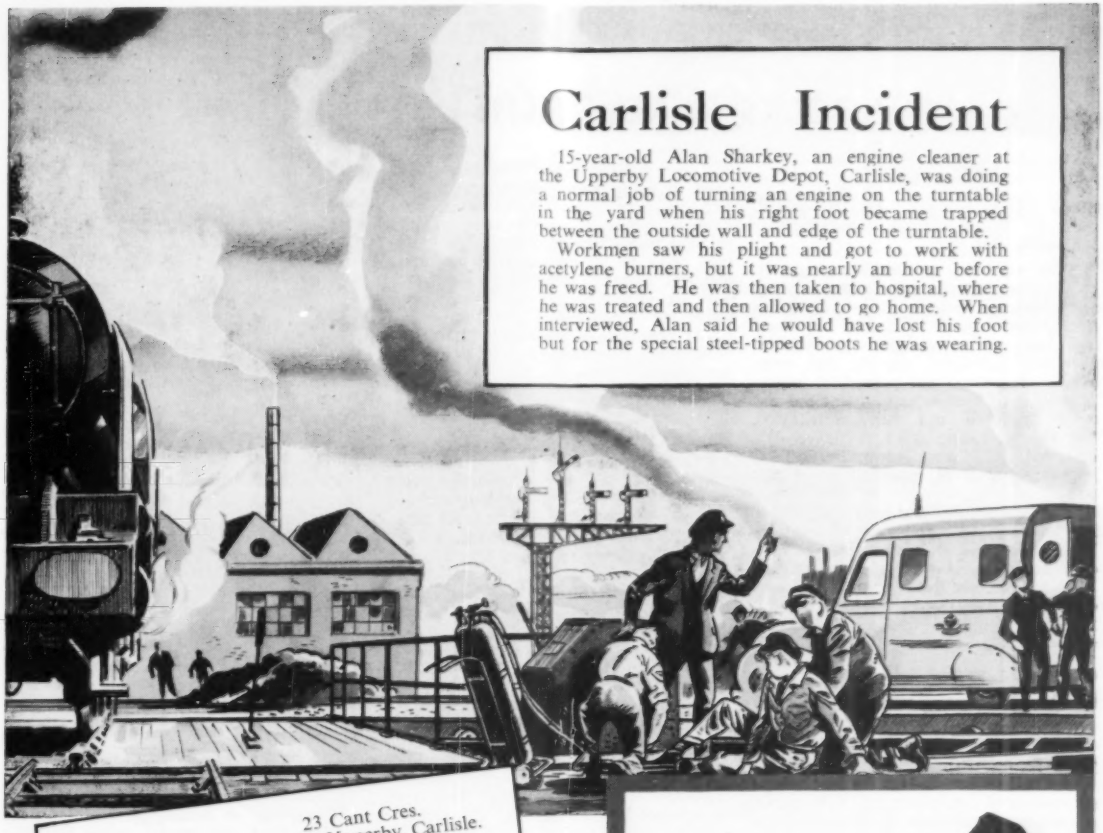
There is a further point of interest where the employee has obtained compensation under the National Insurance Acts as well. It is provided in the *Law Reform (Personal Injuries) Act* of 1948 that damages awarded to an employee for an injury, in respect of which he has obtained compensation, shall be reduced by half the sum of sickness or disablement benefit paid, or likely to be paid during five years after the accident. This deduction is to be made from the full sum of damages *before* any reduction for contributory negligence.

An example of the way in which the Courts treat this type of case under the new Act is given by the case of Cakebread v. Hopping Bros. (Whetstone) Ltd., which was reported in 1947. Cakebread was employed by Hopping Bros. and his job was to operate a circular saw. The saw was provided with a guard but it did not comply with the safety regulations because of its faulty construction. Cakebread refused to have the guard adjusted even as low as it could have been. His hand was injured and he sued Hopping Bros. for damages resulting in their breach of the safety regulations. There was evidence that the foreman had asked Cakebread to adjust the guard to its lowest position and that Cakebread had refused, but had agreed to a compromise position.

At the trial the judge found that the accident was entirely due to Cakebread's negligence and dismissed the action. Cakebread appealed and the Court of Appeal held that Hopping Bros. had been negligent in two respects, namely in failing to provide a guard in compliance with the regulations, and in failing to adjust the guard to the safest position. They found that this was one cause of the accident, the other being Cakebread's own negligence in refusing to have the guard adjusted to the safest position. They considered that each party was 50 per cent to blame and awarded damages which were reduced in that proportion.

This case shows that there may still be some difficulty in deciding whose negligence caused the accident. The employer must have caused it to *some* extent before the employee has any foundation for his action. In general however, the Act has resulted in an extension of the liability of employers to their employees for accidental injury.

BRIEFCASE



Carlisle Incident

15-year-old Alan Sharkey, an engine cleaner at the Upperby Locomotive Depot, Carlisle, was doing a normal job of turning an engine on the turntable in the yard when his right foot became trapped between the outside wall and edge of the turntable.

Workmen saw his plight and got to work with acetylene burners, but it was nearly an hour before he was freed. He was then taken to hospital, where he was treated and then allowed to go home. When interviewed, Alan said he would have lost his foot but for the special steel-tipped boots he was wearing.

23 Cant Cres.
Upperby, Carlisle.
26.11.57

Dear Sir,

I am writing this letter on behalf of my 15-year-old son Alan. He is an engine cleaner at the Upperby Motive Power Depot. On November 23rd he was wearing a pair of your "Totectors" Boots, when he got his foot fastened in the turn table while it was in motion. But for the fact he was wearing these boots his foot might have been crushed or his leg broken.

Yours faithfully,
(Signed) Mrs. G. Sharkey.

Unretouched photograph shows the actual Totectors Boot worn by Alan Sharkey. *Although damaged, the steel toe-cap still remained intact.*

Engine Cleaner Saved by

TOTECTORS REGD

The Pioneer of Safety Footwear

Write for illustrated brochure and price list to Dept. P.M.,
WILKINS & DENTON LTD., Totectors House, Rushden, Northants.

NEW BOOKS ★ NEW FILMS

Office Guide

Office Organisation And Method. By G. Mills and O. Standingford. *Pitman, 22s. 6d.*

THIS volume, as its title suggests, surveys the entire field of office organization and method including accounting and general services, machinery and equipment, accommodation and furniture, reports and committee procedure and personnel policy. Machines and other equipment are not only described but fully illustrated. For the practising office manager it is intended as a work of reference; for the student, it is intended as a text book.

This is a second and enlarged edition in which both text and illustrations have been revised in the light of new developments. Two new chapters have been added; one dealing with electronic computers and the other with production control and its allied clerical operations.

For Works Doctors

Pre-Employment Disability Evaluation. By William A. Kellogg, M.D. *Blackwell Scientific Publications, 80s.*

THIS manual contains brief descriptions of the various disabilities, diseases and conditions met with during personal examination by the author of some 20,000 applicants for employment in industry. For each disability described, the manual suggests policies to help the medical examiner arrive at the proper decisions regarding applicants for employment. The manual also describes a series of specific restrictions designed to prevent applicants with disabilities being assigned to jobs that would carry an undue risk.

Jobs for the Boys

Careers Encyclopedia. Edited by G. H. Chaffe and P. J. Edmonds. *Cleaver-Hume Press Ltd., 15s.*

THIS volume is described as "a work of reference upon some 240 occupations, for teachers, parents, school-leavers, undergraduates and employment officials". That is to say, it is on the periphery of the personnel manager's field without being in it.

Careers Encyclopedia (a recast second edition, incidentally) contains nearly 700 pages but is so well indexed that it takes less than a minute to find, say, what examinations hairdressers should take, or what salaries inspire customs officers to that fanatical devotion to duty which is the bane of any holidaymaker who has ever tried to bring back something pleasant and decadent from Europe.

New features are realistic articles to help those who haven't a clue what they wish to be but have some vague leanings towards something "creative" like art or writing, or even just "business" or "commerce". The section on 22 branches of engineering has been completely revised and now packs an astonishing amount of information into the space.

Get in There and SELL

TO a child of five M-A-N spells "man". But to the up-and-coming young salesman who is learning his trade with the aid of a new sales training film from the United States, M-A-N spells "money" (required for the purchase), "authority" (to make the decision) and the "need" (for profitable application of the product or service he is selling). In fact, the *right* man to see about buying.

All this — mnemonics, dramatic illustrations and comic patter, too — are yours if you train your salesmen the Borden and Busse way. *Opening the Sale* (30 mins., black and white) is one of two new G.B. Film Library acquisitions from the American quick-fire school of sales training technique. Produced by the Dartnell Corporation of Chicago, a firm of management consultants, it stars two selling experts, Borden and Busse (pronounced "Bussy"), who use every visual trick to drive home the point that the salesman's job is to sell himself and his ideas as well as his product.

Opening the sale, they show, is a question of awakening the prospect's interest—just like opening a door. The salesman has to *V.I.P.* his way in with the appearance of importance; *schedule* his way in with the power of appointment; *ask* his way in with a question that lifts the lid on a customer problem; *attract* his way in with the magnet of a motive; *blast* his way in with visual dynamite.

Yet this convincing formula would fall flat without the vital drive that selling demands. This is the theme of the second film, *The Power of Enthusiasm in Selling* (24 mins., black and white). In this dramatised extract from a salesman's life, a once top-line man finds that his orders are falling off "because no one is in a buying mood". His sales manager shows him where the trouble lies. He lacks the enthusiasm to learn all he can about his customer's business and needs, to convince the customer that he has something valuable to offer simply because he is interested in those problems.

The Power of Enthusiasm in Selling. The rest, claims the film, becomes a chain reaction.

Besides the human angles of good family relations and sincerity, the call is for knowledge and yet more knowledge; but, runs the message, if the enthusiasm is there, the rest becomes a chain reaction. Certainly the enthusiasm that has gone into making this film makes learning an intriguing business.

Both films are 16 mm. and can be hired from the G.B. Film Library, Aintree Road, Perivale, Middlesex, at a charge of £3 each for the first day, and £1 10s. for each subsequent day, or bought outright for £50 each.

A Fiery Topic

THE principle of automatic fire venting in industrial buildings to release heat and smoke, needs no further proving. The disastrous fires at General Motors' plant in Michigan in 1953, and the Jaguar factory in Coventry last year, demonstrated clearly enough what havoc can be caused when the principle is ignored. In fact, the publicity given to the accidental venting during the Jaguar fire, which enabled fire fighters to gain control of the blaze, as well as the official report emphasising the need for exhaust venting, resulted in 1,678 enquiries to Colt Ventilation Ltd. from industrialists, architects and consulting engineers, for details of their venting equipment.

Whether you have read the reports or not, you will find the principle vividly expounded in a film made by the company, which is available on free loan. *Fire Control in Industry* shows how a factory test building equipped with Colt ventilators, and Asbestolux fire curtains and breaks by Cape Building Products Ltd., stood up to a deliberately contrived inferno. Commentary is by Frank Phillips and the film runs for 13 minutes, black and white, 16 mm. Details from the Film Librarian, Colt Ventilation Ltd., Surbiton, Surrey.

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This exceptionally versatile projector is designed for projection of film-strips and 2" x 2" slides without the need of a completely darkened room.

Either a 750 watt or 500 watt lamp can be used and a powerful, high speed motor-driven fan ensures adequate cooling. An f/2.8 'coated' Anastigmat lens gives maximum brilliance and needle-sharp resolution right to the corners of the picture while the triple condenser optical system ensures maximum and even illumination over the entire picture area. Other special features include a built-in mains switch, non-slip tilting mechanism, and convenient carrying handle.

Price—*with 4" f/2.8 lens and film-strip carrier (without lamp):* **£44.3.0**
With 4" f/2.8 lens and slide carrier (without lamp): **£42.15.0**

Also the HI-LYTE '300'
Where the extra facilities afforded by the 'Daylight' model are not essential (e.g. for use by smaller study groups in smaller rooms), the economical Hi-Lyte with 300 watt illumination is ideal.

Price—*with f/2.8 lens, film-strip carrier and 300 watt lamp:* **£23.2.9**
With f/2.8 lens, slide carrier and 300 watt lamp: **£21.4.3**

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April Management Diary

BRITISH INSTITUTE OF MANAGEMENT

10-12 **Southport.** Northern conference. Theme: Management and money.
12-19 **Wadham College, Oxford.** One-week residential course on management practice.
21-May 16 **London.** Residential executive development course, No. 14.
25-27 **Gleneagles.** Scottish management conference.

BURTON MANOR (Burton in Wirral, Cheshire)

13-19 Electrical safety for graduate engineers.
21-May 2 Supervision in the docks and shipping industries.
27-May 2 Management in the smaller firm.

COLLEGE OF PRODUCTION TECHNOLOGY (Great Chart, Nr. Ashford, Kent)

14-18 Five-day work study course.
14-18 Five-day materials handling course.
21-25 Special five-day foremanship course.

INDUSTRIAL CATERING ASSOCIATION

25-27 **Grand Hotel, Cliftonville.** National conference. Theme: Industrial Catering in North America.

INDUSTRIAL WELFARE SOCIETY

Residential conferences and courses

18-21 **Grand Hotel, Brighton.** Women supervisors.
25-28 **Palace Hotel, Buxton.** Sports and social clubs secretaries.

Courses and meetings at Robert Hyde House

1 Visual aids demonstration.
24 Accountants and company secretaries.
24 " New Thinking " Luncheon—A trade unionist's views of the contemporary scene. Speaker: Mr. J. Cooper, J.P., national chairman and district secretary, National Union of General and Municipal Workers.
24 Industrial Editors' (Welfare) Group meeting.
28-29 Creative thinking panels for the retail trade.
15-17 Personnel records and procedures.
22-24 Seminar on group leadership.
19-21 Work relations seminar for technologists. Third of four sessions.
28-May 2 Foremen's course.
30-May 1 Job evaluation and merit rating.

Meetings outside London

10 Birmingham. Non-vocational training for apprentices.
15 **Glasgow.** Canteens meeting.
17 **Edinburgh.** Canteens meeting.
13-27 Study tour of German industry for British managers.

INSTITUTE OF PERSONNEL MANAGEMENT

11-13 **Cirencester.** Conference of the South Western region.
18-20 **Southport.** Conference of the Northern region.
19-20 **Birmingham.** Conference of the Midland region.
27-May 2 **London.** Five-day residential study course in wage administration.

SUNDRIDGE PARK (Bromley, Kent)

13-May 2 Measurements for management. 3-week residential course.

URCHFONT MANOR (Devizes, Wiltshire)

21-May 1 The human factor in industry. Course for foremen, chargehands and union representatives.

EXHIBITIONS (April)

14-19 **Glasgow.** Scotland's Food Exhibition.
14-18 **Royal Albert Hall, London.** 3rd Industrial Textiles Fair.
14-19 **Earls Court, London.** 6th Factory Equipment Exhibition.
16-25 **Olympia, London.** Instruments, Electronics and Automation Exhibition.

March Stop Press

BRITISH INSTITUTE OF MANAGEMENT

6-8 **Leamington Spa.** Midlands conference. Theme: The European Free Trade Area and Common Market.
18-20 **Eastbourne.** Retail management. Course for senior management.

COLLEGE OF PRODUCTION TECHNOLOGY (Great Chart, Nr. Ashford, Kent)

Increasing office productivity — Prof. Strong, director, Bureau of Business Research and Professor of Management, Pennsylvania State University, will run four 2-day conferences on the following dates:—

17-18 **Birmingham;** 20-21 **London;** 24-25 **Manchester;** 27-28 **Glasgow.** For further details, telephone: Ashford (Kent) 506.

INDUSTRIAL WELFARE SOCIETY

25 **Connaught Rooms, London.** 40th anniversary year inaugural luncheon. Sir Robert Hyde, founder of the society, will speak on " Industrial welfare — a retrospective survey."
21-24 **Bourne Hall Hotel, Bournemouth.** Conference for house journal editors and staff. Theme: The modern house journal.
14-30 Study tour of Yugoslavia for British management.
31 **Robert Hyde House.** Half-day conference for sales executives.
23-25 Work relations seminar for technologists. Last of four sessions.

NIFES

24-29 **Grand Central Hotel, Weston-Super-Mare.** 3rd residential course for works and plant engineers.

POLYTECHNIC (London) (Department of Management Studies)

4 The consequences of automation. One-day conference. Principal speaker — Mr. Landon Goodman, author of " Man and Automation ".

EXHIBITIONS (March)

3-29 **Olympia, London.** Ideal Home Exhibition.
24-27 **Royal Horticultural Halls, London.** 42nd Physical Society Exhibition of Scientific Instruments and Apparatus.
25-29 **Earls Court, London.** 7th Electrical Engineers' Exhibition.

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Send today for free prospectus, mentioning exam. or subjects in which interested, to the Secretary, G1/85, Metropolitan College, St. Albans (or call at 30, Queen Victoria Street, London, E.C.4).

ST ALBANS

CANTEEN ADVICE BUREAU

Brake on Breakages

Could you give us an approximation of the amount of cups we should expect to be broken in a canteen which serves 500 teas, etc., daily, taking into consideration the fact that 100 cups are washed for different breaks on an average of five times? (E.A.W., Amersham.)

IT is difficult indeed to give an approximate figure for what might be termed reasonable breakages. So many other factors than the possible carelessness of staff will influence the ratio of breakages to times used.

To set about reducing breakages you must make sure that the crockery is of a fair standard of durability, that there are sufficient cups to ensure that the staff do not have to be unduly hurried in the matter of clearance and washing up, and that there is ample space to stack the crockery before and after washing. Narrow gangways and swing doors do not help; nor do traffic jams.

Although dish-washing machines produce fewer breakages than hand-washing, one should remember that not all breakages occur at the sink. Taking note of where breakages actually happen might indicate a black spot in the lay-out. Make certain that cups are kept singly and not stacked one inside the other. Suitable trays with sides could be employed for collection of used, and storage of clean cups. Each tray should be large enough to hold, say, 20 cups and could be stored in drawer fashion on angle runners built beneath the service counter.

Provisionally, a stock of 200 cups is recommended, and a weekly notice should be put above the wash-up showing how many cups were broken in the previous week. This record should be kept until the number is reduced to one a week.

* * *

Can you advise us where we might obtain a copy of a publication dealing with the " Clean Way to Food "? (M.B., Reading.)

YOU are doubtless referring to the booklet dealing with the role of electricity in the compliance of the new Clean Food Regulations. You can obtain a copy from your local Electricity Board or from the British Electrical Development Association, 2 Savoy Hill, London, W.C.2.

. . . . . *what's Bruin ?*

THE AUTOMATIC
TEA BREWER
AND DISPENSER

Fresh tea made automatically at a rate of 600 cups an hour.

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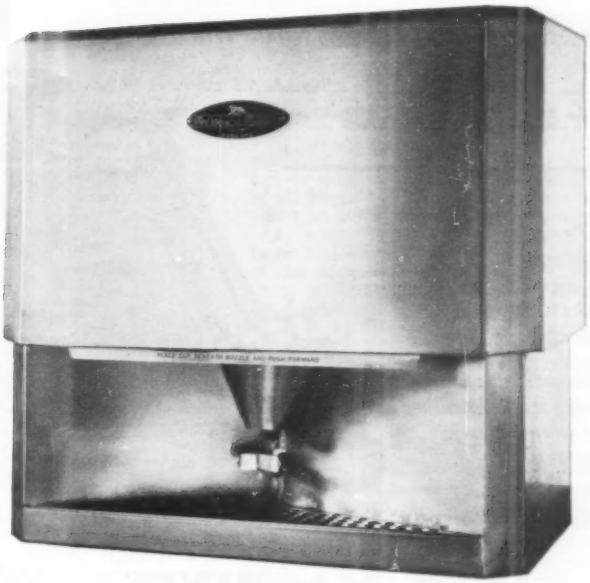

A Catering Authority Says:—

" It is essential to serve a consistently good cup of Tea without wastage. If you have the ingredients under rigid control the gross profit will be a pleasant surprise ".

- ***Bruin is all British***
- ***Tested and approved by The Tea Bureau***
- ***Awarded the Certificate of The Royal Institute of Public Health and Hygiene.***

BRUIN SAVES WASTAGE AND PRODUCES APPROXIMATELY 100 CUPS MORE TO THE LB. OVER ORDINARY METHODS.

Bruin is built by **PEERLESS**

who will be glad to assist in the examination of any tea brewing and dispensing problem.

Write or telephone now for full details.

BRUIN DEPARTMENT, Peerless and Ericsson, Carlisle Road, The Hyde, London, N.W.9.
Telephone: COLindale 8811, 5482
Branches in all principal Cities.

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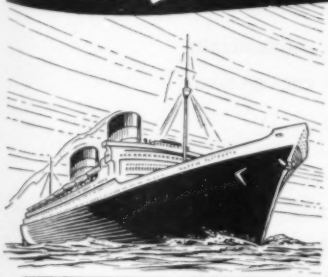

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HIGH QUALITY — LOW COST

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Firms with new products for better, safer working in industry are asked to send details to the Editor with, if possible, an illustration

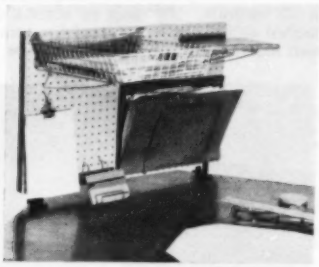
Office Aids

DESK ORGANISER

WHEN the **Pegatex** desk organiser was first introduced, it was meant to be fastened to a wall. Now new versions have been introduced which can be clamped to a desk.

Pegatex comprises a perforated panel into which clip various metal fittings to support various objects which normally clutter up a desk top—files, letter-trays, telephone, papers and note-books, etc.

The desk-mounted versions have been made possible by the introduction of a specially designed clamp which grips the edge of the desk-top and holds the Pegatex panel firmly. The larger desk panel (No. D.1) measures 4 ft. by 1 ft. 4 in.; the smaller D.2 is 2 ft. by 1 ft. 4 in.



The new Pegatex units are available complete in sets, which include panel and fittings, or separately. Fittings comprise tray holder, notebook holder and clip holder.

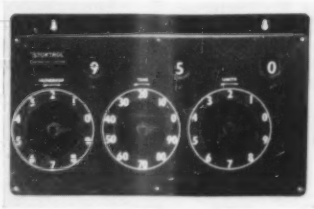
Adapta-Charts Ltd., 129 Hammersmith Road, London, W.14.

STOCK CHECKER

ONE of the simplest ways of keeping a check on stocks of items which are constantly drawn upon is provided by this **Stoktrol,** which is, in effect, a subtracting machine.

The standard machine has three large dials (in appearance not unlike those on a telephone). The stock in hand is shown on three oval "windows" at the top of the machine. As stock is issued, the quantity is "dialled" by a stylus on the three dials (for hundreds, tens and units respectively). Remaining stock is shown in the windows.

Apart from stock control, the machine



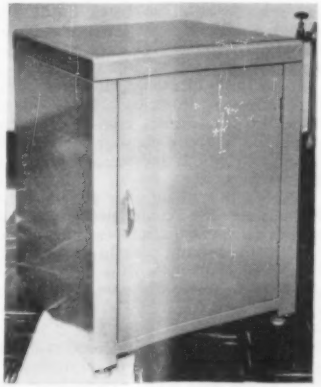
has other uses. It could be used for batch counting, for example. As items pass along the production line, a figure would be dialled, and the result would show how many more items would be needed to make up a particular batch. Similarly, in production control, the target figure could be shown. As production proceeds, the numbers would be dialled, thus showing the balance required at any particular time. The machine is fully automatic, and no mental calculations of any kind are involved. No skill is required to operate it.

Capacity of the Stoktrol is 1,000. Models can be produced to deal with higher figures. The machine can also be supplied to add instead of subtract. It is black, with dials and numerals in white, to ensure speedy reading.

K. Bisset & Co. Ltd., 145 Grand Buildings, Trafalgar Square, London, W.C.2.

FACTOTUM CABINET

A NEW metal cabinet has been produced which should meet a variety of office needs. Although intended



primarily as a stand for duplicators, it can be used to support office machines of all kinds, and also as a cupboard in which to store stationery and sundries.

A novel feature is its magnetic fastening device. A magnet at the top of the door frame grips the door and holds it firm. The cabinet stands on four metal feet. Dimensions are 20 in. by 20 in. by 27 in. high. Finish is frost-green, smooth and easily cleaned.

A. B. Dick Co. (of Great Britain) Ltd., 140 Theobalds Road, London, W.C.1.

NEW CARBON PAPER

A NEW type of carbon paper has been introduced which is claimed to have several advantages over existing papers.

Known as **Snowdex,** this carbon paper has a plastics-coated back (normal carbons are usually wax-backed or have no coating on the reverse side at all). Because of this plastics back, claim the makers, the carbon paper will not slip or curl. Since the plastics back imparts a firmness to the carbon without unduly increasing its thickness, Snowdex is ideal for multicopy work. The number of copies which can be obtained, of course, will depend upon the typist and the kind of machine, as well as the type of paper used for copies.

The new carbon is available in two weights—10 lb. and 6½ lb. which should satisfy all normal requirements. It is being supplied in boxes of 200 sheets. Prices: 6½ lb. weight, 19s. per 100; 10 lb., 21s. per 100.

Snowdon Supply & Distribution Co. Ltd., Candlewick House, 116-126 Cannon Street, London, E.C.4.

Good Housekeeping

FLOOR MAINTENANCE

NOW being marketed is a rubberised floor paint in a new range of eight colours. A two-coat application of this good-looking and hard-wearing coating, say the makers, will very much brighten up industry by giving a new lease of life to concrete, linoleum and wooden floors.

The paint can be applied by brush or spray and can be painted direct on to new concrete. It is resistant to petrol, oil and grease and can withstand attack from mild acid and alkali.

When dry, the painted surface can be washed or polished.

In addition to the range of colours, white is available for marking traffic lines and machine areas.

Tretol Associated Products Ltd., Tretol House, The Hyde, London, N.W.9.

WALK SECURELY

ALSO in the flooring line is a new extruded aluminium grid flooring, **Alaflor,** whose applications include bridges, platforms, galleries in factories, power stations, refineries, sewage disposal plants, refrigeration chambers, and so forth.

The important features of Alaflor, say the makers, are:—

(1) It does not require painting or other maintenance.

(2) It is much lighter than steel flooring, yet strong and rigid.

(3) It is non-sparking, non-magnetic and non-skid.

The flooring is made in 6 in. widths and extruded to a maximum length of 24 feet. If necessary, the last panel can be fabricated to suit the desired measurements by cutting one of the grid sections. Longitudinal serrations and a raised tip at either end of the punched pattern positively prevent forward and sideway slip.

Archibald Low & Sons Ltd., 143 Sloane Street, London, S.W.1.

VERSATILE CLEANER

FEATURES of this combined scrubbing and polishing machine for industrial floors (the **Resco** Economy Model) include noiseless operation, self-lubricating bearings, flexible drive for uneven floors, low cost brushes for all purposes, rubber wheels and protective rubber buffer.

Other mechanical details are a one-half h.p. capacitor start induction motor which is coupled to the brush mechanism through twin vee belts and a heavy gauge sheet metal solution tank.

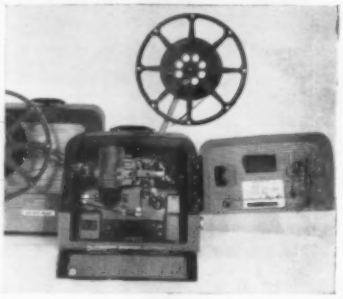
In all, it can be used for wet or dry scrubbing, dry cleaning, carpet shampooing, polishing, burnishing and scarifying grease-impacted floors.

Resco Machines Ltd., 22-24 Rolleston Street, Leicester.

Efficiency Aids

FILMS IN ANY TONGUE

AN "international language" for industry has been made possible by this new G.B.-Bell & Howell magnetic/optical film projector which enables high-quality sound films to be



produced in any tongue, complete with sound effects—quickly and cheaply.

This means that British firms, through their own sales promotion films, can speak direct to any country in the world without the need of vast technical resources.

The system of recording a commentary on magnetic striped 16 mm. film, wiping it off and substituting another in a different language is already widely used. It has one drawback—essential sound effects are obliterated at the same time as the commentary.

With the new Model 640 Projector, the commentary can be changed without disturbing the background noises. This is done by recording the background noises direct from the optical sound track on to the magnetic track and adding the commentary in whatever language necessary.

In training films, too, this new advantage offers wide scope. For instance, in a film for training coal miners there might be a scene photographed underground in which an instructor explains points of safety.

Such a film could gain added realism by having the commentary recorded afresh in local dialects—anything from Welsh to broad Yorkshire, according to the region where it is being shown. And again, this could be achieved without losing those very important sound effects.

The Model 640 also incorporates many other notable developments in projection and sound recording technique. The amplifier utilises a printed circuit construction which makes it more compact and helps to eliminate complicated wiring and soldered connections. It has the exceptional sound output of 16-18 watts.

Separate volume controls for magnetic and optical sound tracks enable the reproduction of the tracks either independently or simultaneously, while a disc input allows dialogue and music to be mixed and recorded in any desired combination.

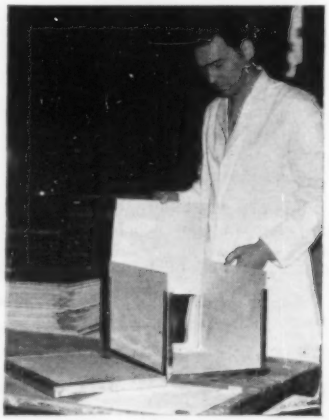
A variable aperture plate makes possible projection at any picture ratio from 1.34 : 1 (standard film) to 1.85 : 1 (wide-screen and VistaVision). This is the "cropping" technique so successfully used in the professional cinema.

The projector weighs 37 lb. 6 oz. Its dimensions are 16¼ x 13½ x 10½ ins. Price £348, plus transformer £18.

Rank Precision Industries Ltd., 37-41 Mortimer Street, London, W.1.

BETTER PACKING

THE most attractive features of a light, strong, collapsible container are claimed for this new plywood case, Pattern 67, which is easily stackable in its collapsed state. Made of one-piece plywood panels which vary in thickness from 4 mm. to 6 mm., according to content weight, it can be assembled by an untrained operator, say the makers, in 15 seconds. No nails or screws are needed and it can be secured for transit with metal tension bands. Moreover, in



both erected and collapsed states all edges and corners are strengthened and protected by riveted metal edging. It is supplied in any size up to 36 in. in length and for content weights up to 2 cwt.

When the case is collapsed all side panels fit into the base tray and do not protrude higher than the top of the upright metal edging. The lid, or top tray, is 1/16 in. larger than the base tray and fits over the base so that the

collapsed case has an over-all depth of only 1¼ in.

The case is a space and cost saver: it can be used as a returnable container over and over again, its strength in the collapsed state allowing for other collapsed cases to be stacked on top of it. It is said that twenty such cases (30 by 25 by 25 in.) can be stacked in less space than would be occupied by a softwood case of similar dimensions.

Venesta Ltd., Vintry House, Queen Street Place, London, E.C.4.

CALLING ALL KEY-MEN

NEWS of a new individual wireless call system has recently come from Holland. Known as the **Tele-tracer,** the equipment consists of an exchange (comprising a keyboard, a signal transmitter and an amplifier) and a number of pocket-size signal receivers. These are actually smaller than an American-style pack of cigarettes (see illustration) and each one weighs less than 5 oz. for easy carrying.

Almost every large establishment will have a number of key personnel who move about the premises, yet who are in frequent demand. With the Tele-tracer system, each one carries a receiver in his pocket. When he is needed in a hurry a call is put through on his particular wavelength from the exchange, and his receiver starts buzzing. Using a coded wavelength system means that only the person needed will actually receive the call.

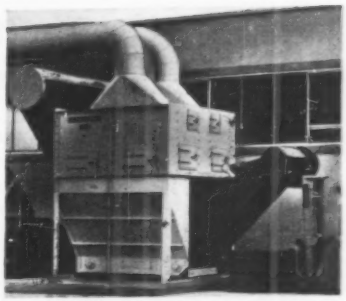
The buzzers have been designed to emit no more noise than is needed to attract the carrier's attention. They are therefore considered ideal for use in hospitals or sanatoria, where noise must be kept to a minimum. The makers stress that they are not particularly suitable for premises where there is a lot of noise from machinery, etc.

N.V. Nederlandse Industrie Radio Artikelen, Emmen, Holland.

Safety

AUTOMATIC DUST CONTROL

NOW on the market is a new range of self-induced, spray-type, wet dedusters in 13 standard sizes from 2,000 c.f.m. to 48,000 c.f.m. The equipment can be used with all the main

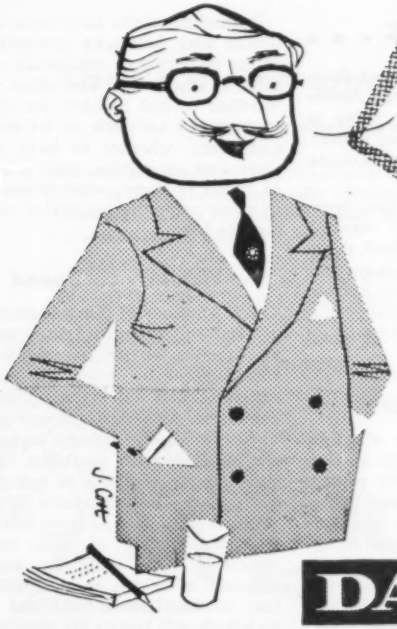


methods of sludge removal and requires no pumps, nozzles, high-speed rollers or other spray-producing equipment. Automatic controls, say the makers, ensure optimum efficiency in all conditions and reduce the consumption of water to a minimum.

Dallow Lambert & Co. Ltd., Thurmaston, Leicester.

FLAME-PROOF WORKING

SAFETY with economy is a slogan which will certainly appeal to management, and it is the claim made by Proban Ltd. for an anti-flame finish which can fire-proof any industrial or domestic garment made from cellulosic materials (like cotton, viscose rayon, cuprammonium rayon, linen and



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jute). The safety claim is that when **Proban**-treated fabrics are exposed to flame they will char but not catch fire. Nor is there any smouldering or "afterglow," which is often the cause of serious body burns. It is economical because after cleaning there is no need to reproof it; the anti-flame finish is permanent.

Other features claimed are its resistance to bacteria, fungi and mildew, and its drip-dry, minimum-iron properties.

Overalls by R.F.D. Co. Ltd.
(Photo courtesy Associated Ethyl Co. Ltd.)

In addition it has been confirmed by a dermatologist that the finish will not cause skin trouble.

Proban Ltd. does not treat any material itself, it licenses the process to textile finishers, and it has now issued a list of manufacturers of industrial protective clothing, incorporating the finish:—

Airguard Ltd., 103 King Street, London, W.6.

Booth & Fielding Ltd., Woodview Works, Walkley Lane, Sheffield, 6.

Fryer Textiles Ltd., 39-49 Dagnall Street, London, S.W.11.

T. H. Hardy & Co. (Moss Side) Ltd., 68 Alexandra Road, Manchester, 16.

The Heafield Marketing Co. Ltd., Spa Lane, Derby.

Miller, Rayner & Haysom Ltd., Lorenzo Drive, West Derby, Liverpool, 11.

John Peck & Co. Ltd., Edge Lane, Liverpool, 13.

D. Rennie & Co., 10 George Street, Glasgow, C.1.

R.F.D. Co. Ltd., Godalming, Surrey.

Standard Manufacturing Co. Ltd., Bute Street, Cardiff.

United Welsh Mills Ltd., The Hayes, Cardiff.

The Wear-Well Overall Co. Ltd., 180 Balsall Heath Road, Birmingham, 12.

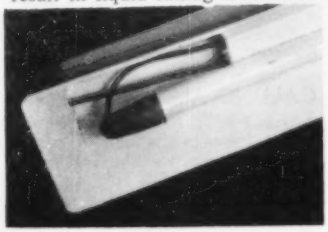
The Whaley Bridge Manufacturing Co. Ltd., Whaley Bridge, Cheshire.

Proban Ltd., 127 Royal Exchange, Manchester, 2.

Lighting

SAFE FROM CORROSION

THIS new anti-corrosion **Watershed** fitting has been designed for use in humid atmospheres where condensation, either of water or more corrosive liquids, may either occur on the fitting or result in liquid falling from above.



It consists of a PVC combined watershed and reflector providing a cut-off and protection for the lamp-holders and the compact metal box housing the auxiliary gear. The power pack is made of heavy gauge sheet steel completely sealed and coated with a paint containing Epikote phenolic resin.

Another version of this fitting is also available—the **Standard**—designed for non-corrosive atmospheres of high humidity.

A.E.I. Lamp & Lighting Co. Ltd., Crown House, Aldwych, London, W.C.2.

British v. American Canteens . . .

(*continued from page* 32)

breakfast at home before coming to work. Although opening the cafeteria before the working day begins often means extra salaries for cafeteria personnel and extra maintenance fees, management feels that providing this service for the worker is important and worthwhile.

20-minute Lunch

Another idea that was introduced on a trial basis and proved successful was the use of paper service at the Allegheny Ludlum Steel company near Pittsburgh. The idea was to use only disposable paper dishes and utensils for both hot and cold foods. Now 14,000 steel workers a day go through the serving line, take their meats, vegetables, salads and pies as well as beverages in paper dishes on their trays and then go to the dining room or stand-up counter room, where small counters are arranged along the wall so that they can eat rapidly if they wish. Workers at this plant as at many other American industrial plants voted for a 20-minute lunch period, and the system of stand-up counters allows them to finish before their allotted time is over, giving them some time for relaxation during the period.

The paper service system cuts down on kitchen personnel for washing dishes, and also eases the job of cleaning up the dining room. Workers take their soiled paper dishes and utensils to the disposal can, and the only maintenance then necessary is cleaning of the tables.

Plenty of Paper

Availability and economy of paper containers makes this system a good one in America, but, at the present time, doesn't appear that it would work that way in Britain. Cafeteria managers spoke of a lack of adequate hot beverage paper cups, as well as for hot foods other than beverages. Until this situation is brought up to the American level, paper service for British plants does not appear possible.

Regardless of the differences between British and American canteens, some of the problems of companies on both sides of the ocean are often similar. Whether or not to have the company manage the cafeteria or to employ a contractor, whether to have waitress service or self-service, what price range of foods to serve, what hours of day to serve and other questions are common to both.

Money to Spend

The solutions of these questions have differed widely, even among managers of America or Britain. However, if scored point by point, the American average comes out higher, possibly because the American answers to these questions seem to involve higher financial allotments for operation, thus permitting a more variety in menu, décor, and policy. The availability of goods in America also has a great deal to do with the quality of their industrial cafeterias, but, with an expanding economy in Britain, there is little doubt that in time British industrial canteen standards will rise to the position those in America have achieved.

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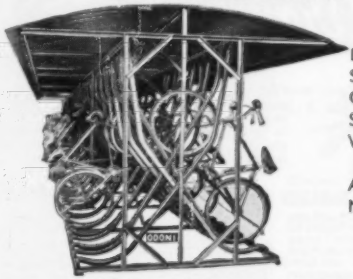

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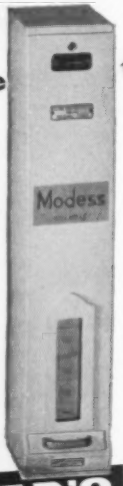

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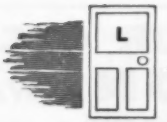

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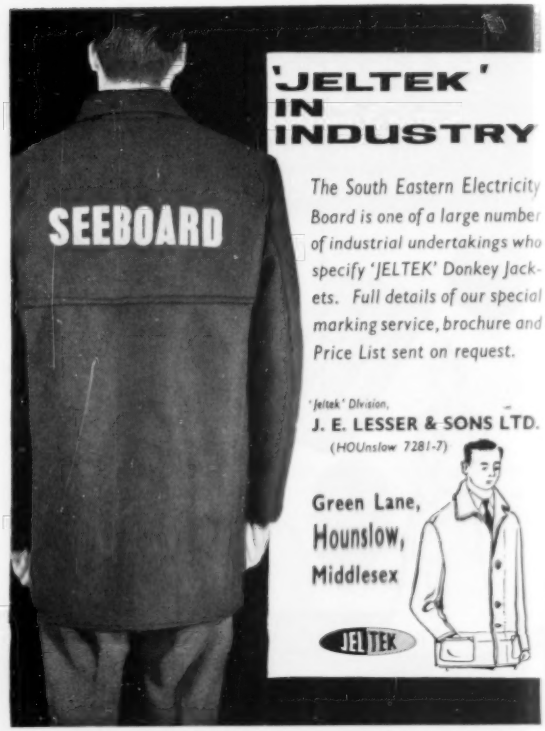

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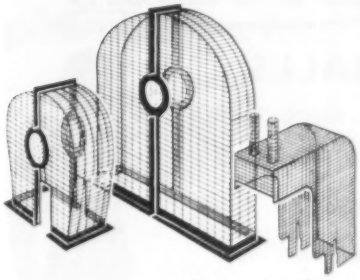

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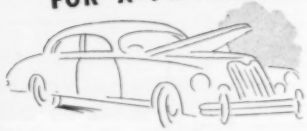

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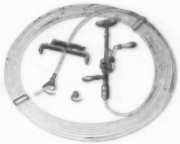

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